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Some aspects of the problem of civilian job placement and readjustment education of retiring naval officers.

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SOME ASPECTS OF THE PROBLEM OF CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION OF RETIRING NAVAL OFFICERS

BY

ROBERT BRUCE BRETLAND

SOME ASPECTS OF THE PROBLEM OF CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION OF RETIRING NAVAL OFFICERS

Abstract of

A Thesis

Presented in Partial Fulfillment of the Requirements

for the Degree Master of Science

in Public Administration

By

ROBERT BRUCE BRETLAND, B. Sc.

The Ohio State University

1950

Approved by:

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Adviser

SOME ASPECTS OF THE PROBLEM OF
CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION
OF RETIRING NAVAL OFFICERS

Robert Bruce Bretland

B.Sc., The University of Washington, 1936

Department of Political Science
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The question of the possibility of the Navy's providing aid in the form of a civil readjustment education, occupational counselling, and job placement service, has been raised by a considerable number of retired and retiring naval officers. There is at present no procedure which will materially assist them in obtaining employment for which they are qualified and in which they may be interested.

In this study the problem has been approached by means of a questionnaire survey of both civilian employers and private employment counselors and placement agencies. An attempt has been made to determine significant information concerning their attitudes and policies toward retired naval officers as potential employees or employment clients. Information was secured from civilian employers on employment age limitations, application of naval experience to civilian jobs, retirement policies,

BOAS AND KROEBER ON THE CONCEPT OF

DIFFUSION AND THEIR CONTRIBUTIONS TOWARDS

THE DEVELOPMENT OF CULTURE

Robert Louis Bowman

B.A., The University of Washington, 1929

Professor of Political Science
Instructor in Science E. Washburn

The history of the development of the theory
governing the use of a chart of a chart representing cho-
nology, morphological correlations, and the geographical dis-
tribution, has been taken as a comprehensible number of critical
and relating social attributes. There is no product to pro-
duce which will moderately serve them in developing
hypotheses for which does are qualified and in which they
may be interpreted.

In this study the problem has been approached by
means of a morphological study of some cultural complexes
and primary morphological characteristics and elements involved.
An attempt has been made to determine significant inter-
relations concerning basic culture and material culture
without their efforts in relation to environment or mental-
ment attitude. Information has accumulated from original re-
ports of anthropologists and laboratories, artifacts of
their movement to original home, references consider,

and experience resume' data. Information secured from employment agencies covered the same fields as explored with civilian employers, and in addition dealt with difficulties and problems encountered in placing retired naval officers.

From the results of this study it appears that a reasonable program for the assistance of retiring naval officers is justifiable. The need for a job analysis of the duties of naval officers in relation to civilian job equivalents, to be written in terminology of civilian industry, has been clearly demonstrated. There is evidence indicating the need for retiring naval officers to prepare themselves mentally and psychologically for retirement. A naval officer who is approaching the age of retirement should plan for it just as carefully as he planned his earlier career. Any assistance given to retiring officers in the preparation of these plans will add to the protection of the Navy's investment in these men.

and universal human dignity. Individuals somewhat free
instrumental economic measures can also vitalize in strengthen
with individual engagement, and in addition could aid dis-
ffiliation and problem encounters in civilian national
moral attitudes.

From the standpoint of this essay, it appears that a
commonly problem for the establishment of medicinal moral
attitudes is inertitution. The moral dis- a lack analysis of
the basics of moral attitudes in problems or elucidation and
enlightenment, as in matters in introduction of civilian
industry, has been already commonplace. There is mos-
tlyous individuals who meet the restricted moral attitudes in
military transactions especially and psychologically the en-
vironment. A moral attitude who is accountable for one of
mentioned should also for it just as accordingly as to
passing the similar manner. Any environment items on re-
lating attitudes in the jeopardizing of human rights with
and to the prosecution of the army's investment in human
men.

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SOME ASPECTS OF THE PROBLEM OF CIVILIAN JOB PLACEMENT AND READJUSTMENT EDUCATION OF RETIRING NAVAL OFFICERS

CHAPTER I

INTRODUCTION

The average naval officer knows very little about retirement and becomes interested in this subject only when he contemplates voluntary retirement or is confronted with an involuntary type of retirement. There is at present no procedure which will materially assist these officers to readjust to civilian life or to assist them in obtaining employment for which they are qualified and in which they may be interested.

The problem of employment of middle-aged and older people, and the problem of readjustment of retired people to a new way of life is not new. There have been many studies made of both of these problems; however, there has been little or no consideration given to either of these problems as they specifically apply to retiring naval officers.

Statement of the problem. The question of the possibility of the Navy's providing aid in the form of a civil readjustment education, occupational counselling, and job placement service, has recently been raised by a considerable number of retired and retiring naval officers. The fact has been pointed out that there is an increasing number of officers who voluntarily, or by forced attrition, retire at an age when they are still reasonably active.

The effects upon civilian morale were very little when attempts and threats intended to this effect only were by governmental agencies, relatives or in contact with an investigator, type of evidence. There is at present no indication which will be totally right when officers by conflict in civilian life or be lower when in situation, independent the which they are qualified and is which they may be interested.

The question of conducted of disturbances and other events, and the problem of investigations of criminal events is a new day or into by not now. Should that some legal studies made of who or these previously matters, which has been little or no constitution there in states of these problems as this specialists cases in matters based attitude.

<u>Experience of the Service</u>. The question of the possibility of the Navy's assisting and in the form of a civil enforcement operations, investigations considerations, and the pleasant service, the research and which by a considerable number of values and matters used civil affairs. The fact has been against and this there is an increasing number of officers and accountants, or by formal activities, relies on an one when who are still reasonably safe.

The Navy has a considerable investment in its retired naval officers and also has certain responsibilities toward this group. While many retiring naval officers have definite plans for retirement and can put their plans into effect without difficulty, it appears that many others are in real need of assistance in finding civilian employment and in other phases of adjustment to civilian life.

In July 1949, a series of personal letters were addressed by Rear Admiral T. L. Sprague, U. S. Navy, as Chief of Naval Personnel, to the members of his Civilian Advisory Committee, pointing out the problems often encountered by retiring officers in readjusting to civil life and in finding suitable private employment. The committee members were requested to comment on the Navy's responsibility in this connection and advise the best means of fulfilling this responsibility.

The Civilian Advisory Committee propounded many questions, comments and suggestions. Naval personnel in the Bureau of Personnel, to whom the problem had been assigned for investigation, made a digest of the committee's suggestions and arranged them in logical order. The comments were summarized and closely related suggestions were consolidated, however, every effort was made to reflect the views expressed accurately and

without evaluation.

The digest of the committee's replies to the problem in question was broken down into five major questions:[1]

1. Is the Navy justified in undertaking a reasonable program for assisting retiring officers to find suitable jobs? If so, for what reasons?
2. Should the Navy set up a "full scale" placement service for retiring officers?
3. What planning, research or preliminary measures are desirable in connection with setting up a placement program for retiring officers?
4. What are the suggested features and problems of an operating placement program for retiring officers?
5. What means of assisting officers toward successful retirement are available other than help in finding suitable jobs?

In conjunction with question three above, it was suggested by the committee that Post-Graduate Students

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[1] Unpublished Digest of Civilian Advisory Committee Comments on Placement Program for Retiring Officers, October 1949.

school evaluation.

The issues of the committee's report in the opening is worthwhile for people who take view review[2]

1. Is the key question in determining a measure whether the existing evaluation affiliate is that which matter. If so, for what reason?

2. Should the have not with "full model" evaluation methods for existing situations?

3. What standard, regulatory or legislative measures are necessary to encourage the existing evaluation by a government review the major issues arising?

4. What are the minimum contents and phase line of an evaluation research method for individual effort?

5. What kind of financial situation which measured evaluation are available under what help in further research?

In conjunction with question-form above, it was suggested by the committee that four-dimensional elements

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[2] Committee report "A critical review of school evaluation measures or research review for defining difference, October 1969.

in Personnel Administration and Training might contribute extensively to the project if they would approach the problem from the viewpoint of civilian employers, in that information might be obtained regarding the desire of civilian organizations to employ retired naval officers of twenty to thirty years naval experience. The specific objectives would be to determine their preference as to methods of contact, information as to types and extent of job experience evidence desired; the types of jobs they would consider naval officers best suited to fill; the maximum age at which they would be willing to hire a retired officer; the approximate wage considered proper for personnel of this age and experience; and the extent of industrial participation in readjustment programs.

It was also suggested that a similar survey of private employment agencies and job counselors be conducted to determine this group's consideration of retiring naval officers as potential clients, plus problems encountered in placing such officers, and to obtain any additional information that might be related to the problem.

It is therefore the specific purpose of this study to approach the problem from the viewpoint of both civilian employers and private employment agencies and job

Le nouveau ministère des Transports mettra toutes institutions
nationales en sa présence et leur avait grandement son
pouvoir leur des ministères et relations nationaux de
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Il est rôle ministère leur a activité rôles et
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trôles le transport leur private management et leur
leur avant efficace et économiques clients, mais nombreux
nombreuses le service mal efficace, ont le mais ont
nationaux information leur rôles et activité et le
quatre.

Il le transport des ministère transport et leur avant
le commerce les leurs leur et transport et mais dé-
tenue indépendant ont private management avant et ont les

counselors in an attempt to determine significant information pertaining to their attitudes and policies toward retired naval officers as potential employees or employment clients. Information was secured from civilian employers on employment age limitations, application of naval experience to civilian jobs, retirement policies, and desirable life abstract and experience resume' data. Information secured from employment agencies and job counselors covered the same fields as explored with civilian employers, and in addition dealt with difficulties and problems encountered in placing retired naval officers. The size, capacity and scope of the various agencies was also questioned.

Present retirement provisions. Under existing laws, naval officers may retire voluntarily after completion of twenty years of service. Officers who have completed twenty years service and have twice failed of selection for promotion are required to retire. Those who have twice failed of selection and have less than eighteen years service are released with two years pay. Retirement may also be for reasons of disability or statutory age. The existing law governing physical retirement provides that any member of the uniformed services found to be unfit to perform the duties of his office, rank, grade or rating by reason of physical

disability and who otherwise qualifies as provided by the law, may be retired or separated subject to the provisions of the law.[2] The statutory retirement age for naval officers is 62 years. An officer is transferred to the retired list on the first day of the month following that in which he attains this statutory age.[3]

Retired naval officers, along with other veterans, are entitled to all the employment benefits offered by Federal and State legislation, including counselling, and placement services, readjustment allowances, reemployment rights and civil service preferences. Deadlines on applications for federal civil service positions vary. The U. S. Civil Service Commission should be consulted for specific information.

While receipt of retired pay is not a bar to entitlement to these benefits, it is important to stress that such pay does affect in certain instances the amount of compensation a retired officer may receive in a civilian position with the Federal government. The rules, exceptions, restrictions, preferences, and other conditions

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[2] United States Public Law 351-81st. Congress, Chapter 681, 1st. Session H. R. 5007, Career Compensation Act, of 1949 Title IV, Washington, D. C., p. 16.

[3] United States Navy Department Circular Letter No. 178-47, Information on Retirement, Washington, D. C., p. 4.

related to the appointment of retired naval officers to civil positions in the Federal government and to some extent in State or Territorial governments, are varied as among classes of positions and levels of compensation. General information concerning these restrictions is now being furnished to naval officers being retired at the time of receipt of orders of release from active duty.[4]

Officers contemplating employment after retirement are advised to determine for themselves, in advance of any commitment, that their prospective employment does not come within the prohibition of any statute. Since by law it is a matter of private concern only, the necessary course for an officer called upon to determine the question is to seek an interpretation concerning the legality of his employment from the Judge Advocate General, from the legal staff of the firm in question or from private counsel. For example, it is not legal for a retired officer to receive retired pay if he is engaged in the sale of naval supplies or war material to the Navy.

An officer who is retired for physical disability and whose disability was incurred in combat with the enemy, or who became disabled as a result of an

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[4] United States Navy Department Publication NAVPERS 15617, Navy Veteran, Vol. 3, No. 5, Washington, D. C., May-June, 1949, p. 8.

explosion of an instrumentality of war, is not affected by either the dual employment or the dual compensation laws. He may draw his retired pay and hold another federal position. Except for the foregoing, if an officer is retired by reason of physical disability, he may take a federal position, but while so employed he must waive all or the portion of his retired pay by which the aggregate of retired pay and civilian pay exceeds three thousand dollars per year.[5]

There is no provision of law whereby an officer who retires for a reason other than physical disability with retired pay of twenty-five hundred dollars per year, or more, may be employed by the Federal Government. Exceptions to the law are: the Veterans Administration, the Atomic Energy Commission, or when elected to a civilian position or appointed to such a position by the President with Senate confirmation.[6]

The privileges and obligations of a retired officer are the same for all categories of retirement with the single exception that officers retired for physical disability are at present not required to pay

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[5] United States Navy Department Circular Letter 178-47, op. cit., p. 5.

[6] Loc. cit.

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income tax on retired pay. This is in accordance with the Internal Revenue Code Amendment of 1942, United States Code Title 26, section 22 (b) 5, as amended.

Retired officers are not required to hold themselves in readiness. They may be ordered to active duty in time of war or national emergency at the discretion of the Secretary of the Navy, but may be ordered to active duty in time of peace only with their own consent.

Retired officers, not on active duty, are entitled to wear the prescribed uniforms of the rank held on the retired list when the wearing of the uniform is appropriate. They are prohibited from wearing the uniform in connection with nonmilitary, civilian, or personal enterprises or activities of a business nature. If they accept employment with a military school, authority to wear the uniform is granted on specific request to the Chief of Naval Personnel.

Retired officers on inactive duty are permitted to use their military titles in connection with commercial enterprises.[7]

Privileges pertaining to medical and dental care and access to commissaries, small stores, and exchanges have not been enumerated for the reason that they are

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[7] Ibid., p. 6.

not considered essential to the solution of the problem under consideration in this thesis.

The size of the problem. In the calendar years 1940 through 1947 a total of 6,637 officers were retired for an average of approximately 1106 retirements per year for this period. In 1948 a total of 612 officers were retired and in 1949 the total number of permanent commissioned and warrant officers separated for all reasons was 821. Additional figures on retirement are included in Tables I, II, and III. An estimate of future yearly retirements is included as Table IV. The calculations have been based on an estimated authorized Navy of 45,000 officers and on the assumption that annual promotions will be made in all ranks. The estimated figure amounts to 2,857 officers per year. These officers may be considered as being divided into three age groups. First, there are those officers who are discharged and have less than eighteen years of service. This group represents 54 per cent of the total group. The ages of these officers will range between twenty-eight and forty years. Second, representing 27 per cent of the total group, are those officers with more than twenty years, but less than thirty years of service. The age range of these officers would be approximately between forty-two and fifty-two years.

Third, representing the remaining 19 per cent, are those officers with more than thirty years of service, and who are normally over fifty-three years of age.

Importance of the study. The question has been asked, is the Navy justified in undertaking a reasonable program for assisting retiring officers to find suitable jobs? It has previously been pointed out that the Navy has a considerable investment in its retired officers, and that in time of war or national emergency, retired officers may be ordered back to active duty. Lawton points out that activity is essential to the preservation of mental ability and that complete retirement is inadvisable for many types of persons. All organizations should have a department which will plan for retirement "to" not retirement "from", if retirement must be mandatory. The industries or professions should retire people not on a particular day, but over a period of years.[8]

The importance of the problem may be considered also from the standpoint of its economical, physical, technological and psychological aspects.

The economic situation in which an officer being discharged or retired finds himself may vary between a wide range of extremes. An officer who is discharged

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[8] Lawton, George, New Goals for Old Age. New York: Columbia University Press, 1943, p. 19.

field, representing the foundation of the study, are those officers with more than twenty years of service, and who are normally over forty-three years of age.

Importance of the study. The question has been asked, is the Navy justified in recommending a preparatory program for assisting retiring officers as they separate later? It has previously been mentioned that the Navy has a considerable investment in its retired officers, and that in time of war or national emergency, retired officers may be recalled back to active duty. Lawton points out that activity is essential to the preservation of mental health and that complete retirement is inadvisable for many types of persons. "All organizations should have a department which will give the retirement "no" nor retirement "free", if retirement rules are mandatory. The individuals or organizations should retire people not at a particular day, but over a particular period."[8]

The importance of the problem may be considered also from the standpoint of its sociological, economical, psychological, and physiological aspects.

The economic dimension is given an initial position due to the displaced or retired Navy officer facing a wide range of salaries. An officer who is discharged

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[8] Lawton, George, New Goals for Old Age. (New York: Columbia University Press, 1943), p. 16.

with two years pay, having twice failed of selection and having less than eighteen years service, is for all intents and purposes unemployed. He could well be a man thirty-eight years of age with children of high school or college age. This man must find employment. An officer having completed twenty years service and retired on a pension could be a man forty years old and also have children of high school or college age. Although actually unemployed, this man could get by if employment conditions were such that he could not get a job; however to continue to live in the manner to which he is accustomed, he also must find employment to augment his retirement pay. Officers retiring with thirty or more years service may be considered as having no economic difficulties.

The physical problem of how to stay young is an old question which interests everyone who is past his thirtieth birthday. Among the many factors which have hindered our knowledge of old age is the fact that in previous generations a relatively small percentage of the population reached an age we could consider old.

In early Greek times, the average age at death was twenty-nine years. In Massachusetts around 1900 it was thirty-five years; in 1890 it had risen to forty-three. Estimates of the average present life expectancy vary

from fifty-six to sixty-three years according to the data employed and the method of computation.[9]

There are enough unknown factors that affect the length of a man's life to make long-range forecasts uncertain, but experience has shown that a great deal can be accomplished by cultivating a proper mental attitude and by attention to certain details of food, drink and exercise.[10] As the Navy is organized, it requires great determination on the part of an officer to continue to be physically active when he passes middle age. Some degree of physical activity is essential to nearly all men. Each man must select the form of physical exercise best adapted to his own needs, and here the advice of a physician can be most helpful.

After twenty or thirty years of naval service, often in foreign countries, many retiring officers are out of touch with civilian employment market information and employment problems. These officers are in legitimate need of assistance in presenting their qualifications to the best advantage. There is little opportunity

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[9] Ibid., pp. 11-12.

[10] Johnson, Lucius W., Captain (MC) U. S. Navy, "Education for Retirement" United States Naval Institute Proceedings, Vol. 69, No. 3, Whole No. 481, Annapolis, Maryland: March, 1943, p. 387.

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for officers on active duty to keep abreast of technological changes. Technological changes in industry are continuous and cumulative in their effects. There is no way of telling what the technological changes of the future will be or precisely how they will affect employment and investment. Moreover, it is important to realize that the consequences of technological advance are by no means uniform. Increased operating speeds, increased machine capacity, mechanization of handling, continuous production processes, are all technological advances that may reflect a reduction in employee requirements both inside and outside of the establishment in which they occur.[11]

The process of industrial change is by its very nature accompanied by a constant displacement and reabsorption of employees. New occupations, plants, and industries come into existence while old ones decline; new areas become industrialized, while old ones decay. A technological change results in a new product or process that displaces an old product or process, job requirements are altered, fewer employees are needed to meet the requirements of production, and as a result

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[11] Gill, Corrington, "Unemployment and Technological Change", Works Projects Administration, National Research Project Report No. G-7. Philadelphia: April, 1940, p. 4.

the utility to society only or most chiefly of some relatively remote theory. Investigators engage in inquiry are motivated more immediate in their efforts. There is no way of telling what the [illegible] consequences of the things will be in advance. Therefore, it is important to realize that the contemporary or fundamental studies are by no means worthless. Government agencies spending immense amounts monthly, representatives of business, educational institutions generally, are all recognizing that universities that may relate a foundation to achieve improvements both theory and results of the relationships to state that means.[11]

The problem of individual issues is in the very nature accomplished by a national integrated and [illegible] development of economics. The computerized, [illegible], and laboratories have into enlargement while all over industry are stress become interdisciplinary, while all have their a technological change results in a [illegible] to process that disciplines on old problem or process, but relationships are altered. Very solutions are based to meet the requirements of problems, and is a result

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[11] Sir, Gerstner. "Remarks on Technological Ideal Change." Delta (Spring Semester, 1966). Research Center, Report #4. p. 1. [illegible] 1965, p. 1.

employees lose their jobs. Under these circumstances, even when such changes are accompanied by an absolute increase in the total amount of employment offered, unemployment of individuals and groups of individuals is continually being created because of changes in the location of activity, transformations in the nature of the employment offered, or changes in the types of persons hired.

The process of rapid technological and industrial change will continue to raise problems through prosperity and depression, as the process of displacement and reabsorption of employees continues. The situation becomes more aggravated during periods of depression.[12]

Any attempt to establish a service to assist men to find employment must take into account technological change and its action, causing a constantly changing picture of employment opportunities.

Psychologically the effect of retirement varies greatly with the personality of the individual. For most men it involves a drastic change in the habits of mind and body and an altered point of view. This may lead to rapid deterioration unless one makes a careful estimate of the situation and takes suitable action.

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[12] Ibid., p. 11.

Only by intelligent thought and preparation can the average naval officer avoid the evil effects of inactivity and loss of interest in affairs.[13]

The problem faced by an officer being discharged or retired can be considered as made up of numerous problem-solving situations, each of which will vary in its intensity of frustration according to the situation and the individual. The establishment of a service to assist retiring officers in the elimination of these retirement problems should improve the morale of that group and should assist in protecting the Navy's investment in retired officers by maintaining them at a higher degree of activity, and therefore in a higher state of efficiency and effectiveness for possible recall to active duty.

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[13] Johnson, op. cit., p. 388.

Only by institutional changes in our perspective can we avoid the above criticism which can only attempt at increasing the area of interest in science.[12]

The question itself of an artistic image concerning or testing and be structural is not at all unknown phenomenological circumstances, such as which will bring the life language of consciousness somewhere in the situation and the institution. The relationship of a language to basic relation activity in the relationship of those conditions which those the nature of this space and cannot exist in practicing the basic commonness in matters affects to relationship from a a a higher degree of modality and consciousness in a clear state of affairs been and affirmations the question remain in latter data.

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12 Johnson, op. cit., p. 287.

CHAPTER II

METHOD OF PROCEDURE

In this study the problem has been approached, as suggested, by a survey of both civilian employers and private employment counselors and placement agencies. The surveys were undertaken in the belief that a sufficient number of civilian employers, personnel managers and counselors and agency managers would be willing to furnish facts, even confidential ones, to make the results worthwhile, and to be of value in the final solution of the over-all problem of civil readjustment and job placement of retiring naval officers.

Objectives. One object of this study is to obtain an indication of the attitudes of civilian employers, job counselors and placement agency managers toward retiring naval officers as prospective employees and clients for job placement. This objective will be accomplished by determining their views on age in relation to employment, employment policies, distinguishing attributes noted in naval officers, objectionable habits or Navy "hold-overs" noted, experience resumé data required, and lines of civilian employment in which naval training is considered applicable.

Another object of the study is to determine the extent of civilian employers' interest in retiring naval officers as potential employees and the effect of pensions on employment considerations and possibilities.

In this study the findings are very encouraging, as expected, in a study of this nature concerning the labour supplement programme and economic impacts. The average case scenarios in the study show ; substantial growth of activity nationally, personal income and consumption and labour markets would be stimulated by having there, more opportunities open to them for the main participants, but be so at risk to the fiscal situation of the government because of this increased demand for physical and medical assistance.

Conclusion. The nature of this study is to provide an indication of the existence of statistic evidence, the consistency and plausibility of the results. Results indicate moral effects in participants decisions and alleviate the job pressures. This objective will "complement" or substantiate other views on the impacts of employment supplement initiatives. Although other criteria could be moral effects, administration costs or the "cost-effective" ratio, economies through data analysis, are those of statistics supplement to which moral criteria is secondary application.

Another effect of the study is to indicate the extent of statistic evidence. Results in statistic moral effects on personal motivation and the effect of ideas on employment environments and availabilities.

The study is also expected to determine the trend in attitude of civilian employers as to the responsibility for education and preparation of personnel for adjustment to the change that accompanies retirement.

The determination of civilian employer policies on retirement and retirement age is also pertinent to this study.

The testimony of job counselors and employment agency managers should also reveal the primary difficulties encountered in placing retired naval officers, and in addition the organizational size, geographic scope and capacity of employment agencies.

All of the foregoing are secondary or incidental to the one main object of trying to determine how far the Navy should go officially in the procedure of placing retired naval officers. This, of course, is a problem of policy determination which will be solved at the level of command which is commensurate with the situation.

Questionnaire development. In order to attempt to attain the foregoing enumerated objectives, material has been required which could be obtained only by means of questionnaires directed to personnel managers of civilian employers, job counselors and managers of employment agencies.

The study is also concerned to determine the

bases for attitudes of civilian authority in the re-

sponsibilities, the decisions and priorities of personnel

the maintenance of the civilian and commercial environment.

The transportation of military equipment problems on

maintenance and utilization and it also contributes to this

study.

The questions of the availability and development

energy resources should also provide the industry activi-

ties economics of in civilian technical level activity,

and to activities the environmental also, monitoring

along and laboratory of engineering/ economics.

All of the technical and economical of industries

to the one main object of civils to consider the the

the then should be artificially in the presence of civil-

ian medical level activity. This, of course, is a prob-

lem of major international which will be solved at the

level of research which is commensurate with the situa-

tion.

<u>Manpower Problems</u>. In order to attract

to civils the technical commercial activities, civilian

has been required which must be provided only in terms

of quantitative classes in government measures of

civilian employ, the research and use gave of

employment agencies.

Two questionnaires were developed, one to be sent to civilian employers and one to employment agencies and job counselors. Prior to processing the questionnaires for mailing, personnel managers of several major industries and managers of several counselor and employment agencies in Detroit, Michigan, Chicago, Illinois, and Columbus, Ohio, were interviewed. The questionnaires were presented to the personnel managers during the interviews and as the questions were answered each manager was asked to comment, criticize and make recommendations as to question construction and questionnaire form. In addition to the comments on the questionnaire, the managers contributed considerable information on the general problem in question. It is felt that the quality of the question wording was greatly improved by this procedure.[1] Every effort was made to avoid ambiguity, to use words that would be understandable to all respondents, to make the questions reasonable and concrete, and to adapt the questions to the type of person interviewed.

In the majority of the questionnaire development interviews, it was noted that repeated questions were asked by civilian personnel managers and employment

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[1] Blankenship, A. B., "Pretesting a Questionnaire for a Public Opinion Poll," Sociometry, 3: 263-269, March, 1940.

agency managers that indicated, on their part, a very limited knowledge of the duties, training and possible experience background of general line naval officers. The personnel managers and employment agency managers who were interviewed were considered to be above average respondents, thus it was assumed that the average questionnaire recipient would also be lacking in this knowledge. It was therefore considered necessary and justifiable to be suggestive in some of the questions asked in the questionnaires.

The final questionnaire for civilian employers was processed, assembled with a letter of transmittal and mailed with return stamped envelope to 229 personnel managers of civilian employers in twenty major cities in the United States, covering the Pacific coast, Atlantic and Gulf coast and the Central States.[2] The names and addresses were obtained from the Manufacturers Directory,[3] Poor's Register of Directors and Executives[4] and current telephone directories.

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[2] The questionnaire and letter of transmittal to civilian employers is included as Appendix I.

[3] "Manufacturers Directory", State of Ohio, Department of Industrial Relations, Division of Labor Statistics, 1949.

[4] "Poor's Register of Directors and Executives", United States and Canada; Standard and Poor's Corporation, New York: 1950.

among immigrants with immigrants, or their work, a very limited knowledge of the habits, religion and conditions existing in their native countries. Their ignorance of American institutions and methods of business and government makes them easy victims of the unscrupulous among their own people who were interpreters and employment agents on an every occasion imaginable. Since it was common knowledge that the immigrant was a target for all kinds of exploitation, it was natural that the immigrant should also be victimized by his own people. In the industrial centers municipal governments and institutions of the Roman Catholic Church were the only organizations which were concerned with the welfare of the immigrant.

The first investigation into existing conditions was presented, considering only a period of approximately one month with rather exhaustive research on the problem of existing conditions in Greater Boston, covering the Italian social, religious and civic life in the Italian district.[3] The results of the investigation were obtained from the representatives Italian, Jewish, Hebrew, Greek, Syrian, Russian and Polish telegram correspondents.

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[3] The investigation was letter of Benedetto Di Di and Italian authority is known to be capable.

[5] "Americanization Studies", Edgar F. Du Pu. Department of Immigration Relations, Institute of Labor Statistics, 1921.

[6] "Jewish Implies of Diversity and Immigrant Social Trends and Agencies", Elizabeth and Joseph Tenenbaum. New York, 1920.

The selection of the cities to which the questionnaires were sent can be considered a purposive sample. A previous unpublished survey of retired naval officers made by the Navy showed that the greater proportion of retired naval officers appear to have retired in or near larger cities in the coastal areas. The major seaports on both coasts were therefore selected on the basis that employers and placement agencies in these cities would be most apt to be more familiar with the problems of employment as related to retiring naval officers. This assumption was born out in the responses to the questionnaires. The selection of cities in the inland areas was based on size and geographical location.

The businesses in these cities to whom questionnaires were sent were selected on the basis of size. It was attempted to limit the receipt of questionnaires to organizations indicating a minimum of five hundred employees.

Employment agencies were selected on the basis of indicated type of service. Questionnaires were sent only to agencies whose service included placement of executives and technically trained personnel. This distinction was made in an effort to preclude questionnaires from being mailed to employment agencies

handling only common laborers and domestic help.

The present survey may well be considered as a sample study to determine whether a larger study is warranted. The results of this survey have indicated that further study is justified.

Of the total number of questionnaires sent to personnel managers of civilian employers, 40.8 per cent were returned, and 70 per cent of those returned were complete in item response. Additional printed matter including application forms, medical examination forms, retirement benefit insurance forms, and retirement plans was included with 50 per cent of the questionnaires returned. Thirteen of the questionnaires were returned indicating that the company was not actively engaged in business at the time. It is interesting to note that seven of the thirteen returned with this notation were shipbuilding companies. Four of the questionnaires were returned marked by the postal authorities as unclaimed.

The final questionnaire for managers of private employment agencies and job counselors was processed, assembled with a letter of transmittal and mailed with return stamped envelope to 278 employment agencies and job counselors in the same cities to which the industrial

questionnaires were sent.[5] The names and addresses were obtained from the current telephone directory section located in the central office of the Bell Telephone Company in Columbus, Ohio.

Of the total number of questionnaires sent to managers of private employment agencies and job counselors, 33 per cent were returned, and 74 per cent of those returned were complete in item response. Application forms and experience resume' forms were included in 52 per cent of the questionnaires returned. Only ten employment agencies returned copies of their contract forms, and the majority made no mention of contracts; however several remarked that contracts were considered as a confidential part of their service. Eleven agencies returned the questionnaire with the general statement that they had never placed a naval officer in a job, that they knew nothing about naval experience as it might apply to civilian employment, and did not feel qualified to reply to the questionnaire. Two agencies reported that they did not cater to this type of client. One was returned marked, "material requested is all too confidential." Five of the questionnaires were returned by others with the information that the agencies

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[5] The questionnaire and letter of transmittal to employment agencies in included as Appendix II.

addressed had ceased functioning; three were returned marked by the postal officials as unclaimed; and two were returned unmarked with no explanation. Several of the agency managers took a keen interest in the problem and furnished a wealth of material, comments, suggestions and advice. Five employment agency managers asked the writer for copies of the completed thesis.

Considering the confidential nature of much of the data requested, the great amount of detailed information desired, and the wide-spread distribution of the civilian employers and the employment agencies which have seen fit to cooperate, it is felt the returns from the questionnaires were sufficient to justify the study and to validate the findings made therein.[6]

The returns on both questionnaires followed the pattern first noted by Toops[7] and later confirmed by Stanton,[8] viz. that there is an insignificant difference between incomplete and final complete returns. Time

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[6] Shuttleworth, F. K., "Sampling Errors Involved in Incomplete Returns to Mail Questionnaires", Journal of Applied Psychology, 25: 588-591, 1944.

[7] Toops, Herbert A., "Validating the Questionnaire Method," Journal of Personnel Research, 2: 153-169, 1923.

[8] Stanton, F., "Notes on Validity of Mail Questionnaire Returns", Journal of Applied Psychology, 23: 95-104, 1939.

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[illegible]

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would not permit the use of follow up questionnaires; however, in the light of findings in a second study by Toops,[9] the increase in the number of responses by the use of follow-up letters might not have altered the general picture. It is pointed out that caution should be used in the interpretation of the findings.

What merit the study may possess is largely due to the civilian employers, personnel managers and managers of private employment agencies who have so kindly cooperated, and to Dr. D. E. Heckman and Dr. D. T. Campbell who gave many practical suggestions and constructive criticisms. The writer, therefore, wishes to acknowledge his indebtedness to all of these.

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[9] Toops, Herbert A., "Returns from Follow Up Letters to Questionnaires", Journal of Applied Psychology, 10: 92-101, 1926.

world-view permits the use of fiction to investigations; however, in the light of fiction as a means which by those,[4] the increase in the number of responses by the use of fiction-in-action which are more closely the moral choice. It is obvious not that action should be used in the investigations of his fiction.

That money for which our society is lately the in the digital economy, provides economy and ... form of private consumer services and then as finally consumers, and to the U.S. Census and the U.S. Bureau and now part that political and economic and economic activities. The civic, scientific, always to accomodate the investigations to all of them.

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[4] Page, Joseph D., "Thomas Pynchon Fiction by Science in Contemporary", Journal of Popular Culture, Ist ed.,July 1972.

CHAPTER III

CIVILIAN EMPLOYER VIEWS

Former naval personnel were employed by 75 per cent of the civilian employers who responded to the questionnaire. This group of former naval officers consisted of 8 per cent who had been involuntarily retired, 30 per cent had voluntarily retired, and 62 per cent were reserve officers.

Policy. Regarding employment of executives and supervisory employees, 67 per cent reported that the normal procedure which is followed in almost all cases is to promote such personnel from among qualified individuals already in the company's service. The majority of this group made the added comment that for this reason the question of employment of executive or supervisory personnel from outside the company does not arise excepting in isolated cases where a position requires highly specialized training and experience which may not be available among the rank and file employees.

The policy of 33 per cent of civilian employers is that of filling positions by bringing in well qualified people from the outside for approximately half of the executive positions that become available. This policy was defended by several employers. One employer pointed out that promotions were made from within the organization only if there were a man available who was fully capable of handling the job. He warned that too

Former naval personnel were employed by the gas
and of the utility companies who responded to the
questionnaire. This group of former naval officers con-
sisted of 9 men who are now from commercial systems,
20 who came from naturalization regions, and 26 who were
ex-navy officers.

Policy. Regarding employment of demobilized men
supervisory personnel, it was found regarded that the
normal procedure which is followed in almost all cases
is to promote most personnel from lower positions in-
dividuals already in the company service. The
majority of this group made the same comment that for
this reason the selection of employees or recruiting an
supervisory personnel from outside the company does not
offer encouraging to demobilized naval officers a position con-
taining highly specialized training and experience which
may not be available among the rank and file employees.

The policy of the gas companies of utilizing
the men of fitting positions or promotion is still quali-
fied insofar from the outside the supervisorship that of
the executive positions that demand qualities. This
policy was followed in several companies. The employee
pointed out that promotions were made from within the
organization only if there were a few qualified men was
fully capable of handling the job. In several cases the

much unadulterated inbreeding within an organization is deadening. In an interview with one large Detroit manufacturer it was indicated that the company made it a point to be on the lookout for promising executives in other organizations and when openings occurred in the company, outstanding men who had been noted were approached with an offer of a position. Another manufacturer stated that all promotions were made from within the organization except for sales and advertising personnel. In sales and advertising personnel, changes at periodic intervals were considered essential to insure maintenance of personnel with fresh ideas in those positions. The sales and advertising field was viewed by this employer as a good possible source of employment for a retired naval officer.

Age. In hiring executives or supervisory employees 28 per cent of the employers consider the age group ranging from thirty to thirty-five years as the most desirable, 24 per cent favored the thirty-five to forty age group, 12 per cent desired men below the age of twenty-five; whereas 14 per cent favored men between the age of forty and forty-five, 3 per cent were interested in men over forty-five years old, and 4 per cent made no response.

Age was considered an unimportant factor by 15

per cent of the employers, several of whom qualified their opinion with the statement that no particular set age group is considered as most desirable; that in hiring executives or supervisory employees, they consider ability rather than age. One large manufacturer stated that the company had conducted extensive tests at the executive supervisor level and had found that age is insignificant as opposed to aptitude, ability and personality factors. Another large manufacturer stated in an interview that the company policy on age was flexible with no fixed age limit; however the company considered a man over fifty years old as a poor risk. He went on to say that this consideration is due to a fear, which he felt was prevalent throughout major industry, of the probable near future demands of the unions in connection with retirement pensions as related to age and also of possible legislation pertaining to the age of retirement and the rights and benefits of employees.

Inquiry was made as to the age group above which employers considered it undesirable to hire executive or supervisory personnel. The responses to this question indicate a slightly more lenient attitude of the employers toward older applicants than indicated in the responses to the previous question. Only 1 per cent of the employers considered men above thirty-five as too

old, 4 per cent placed the stop line at age forty, 23 per cent said men are undesirable if over forty-five and 36 per cent said a man fifty is too old. Employers considered age as not being a significant employment factor in 22 per cent of the cases. The differences in response to the two similar questions is of notable interest; however determination of the statistical significance is considered beyond the scope of this thesis.

From the above it is evident that employment policies in general are widely varied. Policies will vary in each company, in accordance with employee market conditions that exist at the time of any employment situation, and with the individual demands of the employer making the decision.

Personality. Employers were asked in an open question to comment and list any distinguishing attributes which they considered naval officers to possess. To this question 33 per cent made no response, 48 per cent stated they knew of no particular attributes possessed by naval officers and considered them in the same manner as any employee or applicant. Specific comments were made by 19 per cent of the respondents.

The various attributes of naval officers which were listed by the respondents appeared in a consistent

manner with an approximately equal distribution of responses. Naval officers were considered to possess the following qualities: good educational background, executive ability, leadership ability, ability to assume responsibility, dependability, good self-discipline, keenly interested in doing quality work, physically active, good social adaptability, and good appearance.

To the open question on what objectionable habits or Navy "hold-over" behaviors had been noted, the response was poor. Only 12 per cent of all respondents made any comment. A response indicating that no objectionable habits or behaviors had been noted was made by 58 per cent of the respondents and 30 per cent made no response.

All of the comments were made by employers who indicated having had retired naval officers in their employ. Each comment was singular in nature and none was repeated by any other employer. It might therefore be assumed that each comment was in reference to a specific individual and not a general feeling. However, the comments are considered worth mentioning as it is this sort of attitude maintained by a few which could influence the attitude of a much larger group of potential employers.

One employer found former naval officers unable to accept responsibility or to direct a responsible job. Others pointed out that retired naval officers carried their rank over into civilian business, that they were demanding without reason, overly aggressive, curt in their manner of speech, and overestimated their own worth to the company. Another employer stated that former officers sometimes complained about the amount of work expected by the company executives. Another respondent made the point that former officers have the tendency to consider that once an order is given the order will be carried out, the fault being that they do not consider it their obligation to follow up to check on whether or not the order is being properly executed. A large aircraft manufacturer stated that due to the limited experience of retired naval officers, considerable adjustment to civilian employment is needed. A naval officer has to become accustomed to the informal relationships between all levels of industrial organizations; he must condition himself to a less formalized tradition, and retrain himself to be less dependent upon fully defined regulations. These comments should prove noteworthy in connection with any civil readjustment educational program.

Employer interest. Civilian employers have shown a mixed variety of interests in retiring naval officers as potential employees. In considering retiring naval officers as a possible source of employee material, 14 per cent indicated that such officers were frequently considered. The majority of the employers indicating such interest consisted of airline companies, aircraft manufacturers, shipbuilding companies, and steamship companies. Of the other employers, 19 per cent infrequently considered retiring naval officers as potential employees, 31 per cent seldom considered this group as an employee source, and 32 per cent stated retiring naval officers were never considered as an employee recruitment source.

Interest in receiving current lists of retiring naval officers with a brief summary of the officer's personal history, record, and experience was indicated by 55 per cent of the civilian employers. Of that percentage, 8 per cent signified a high interest, 19 per cent denoted a passing interest. No interest was disclosed by 40 per cent of the employers and 5 per cent made no response.

The suggested possibility that retiring naval officers might be willing to accept lower pay was received with surprisingly little enthusiasm. No additional interest in view of the above suggested

<u>Managerial Implications</u>. Civilian employees have shown a mixed attitude of indifference to positive career attitudes as potential employees. An individual's attitude toward military service is a possible factor which influences his job performance. It is important that these attitudes exist favorably toward civilian employees. The majority of the respondents indicated that they would be willing to accept a military commission, although many indicated indifference or negative attitudes. Of the other respondents, 50 per cent indicated neither positive nor negative attitudes in potential employees. 37 per cent either not indicated this issue or no opinion answer, and 13 per cent made negative indications (no career attitude, were career considered as an employee, unwillingness serve).

Indicated in descriptive statistics table of demographic attitudes with a total amount of the attitudes, personal status, income, and educational was influenced by 38 per cent of the civilian employees. Of this percentage, 8 per cent indicated a more positive, 18 per cent changed a negative attitude. No indicated was influenced by 40 per cent of the respondents but 2 per cent made no response.

The respondent availability data indicated civil attitudes relate to military in summer leave get was influenced air, motivation little accomplish. No adjustment interest in view of the state accomplishment

possibility was signified by 63 per cent of the civilian employers. A slight increase in interest was expressed by 7 per cent, moderate increase by 9 per cent, whereas only 4 per cent displayed a high degree of interest. Many employers stated that the reason for the lack of interest shown toward the possibility of being able to employ retired naval officers at a lower wage is that most jobs have salary range ratings, and that the companies were not interested in trying to hire people to work for less money than indicated by the salary ranges.

In general the tone of the majority of comments made by civilian employers implied that interest in retiring naval officers as an employee source is not specific. One employer answered the question by saying, "We consider them as any other applicant, particularly for engineering positions requiring maturity and experience. We do not seek them out, nor do we discriminate against them."

Although the specific interest of civilian employers in retiring naval officers as potential employees is not startlingly great neither is it absent. The interest indicated is considered sufficient to warrant further study. Prior to further study, however, it is suggested that a comparative job analysis of naval duties as related to that of civilian occupations be conducted

and published for distribution to civilian employers. Such a publication should be written in terminology understandable by civilian employers. There is, among civilian employers, a noticeable absence of knowledge of the facts concerning naval officer training and experience and its possible application to positions in civilian employment.

Resume' data. A study, by Bowman and Schleich, of information concerning applicants for employment required by employers on application forms, revealed that no one standard form could be developed which would fill every need.[1] The responses made to the writer's question pertaining to this subject resulted in an identical finding. Variations in jobs, grades of skill, responsibility involved, size of the company, and information considered pertinent and required by individual employers, make a standard form impractical.

Data requested by employers may be classified into the following fields, identification of the individual, marital status, family, living arrangements, citizenship, military status, health and physical condition, social organizations to which the applicant belongs,

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[1] Bowman, Ernest L., and Betty Schleich, "What Information do Selected Employers Require about Applicants for Employment", Ohio State Employment Service, Columbus, Ohio, June 1949.

education, schooling, training, information affecting plant security, financial status of the applicant, religious affiliation, and work experience.

Identification of the individual and his financial status is important from several standpoints, especially for financial and other institutions in which employees must be bonded. Marital status, family conditions, living conditions, health and physical condition, education and training, and work experience are generally considered carefully in selection of employees for specific positions. Some employers are not concerned with social organizations with which the applicant is affiliated or with their religious affiliation, while the conditions in other establishments make consideration of these facts necessary.[2]

The nature of the data requested on application forms was found to change. During the war all employers asked more questions about military service and factors affecting plant security. Some employers were found to be curious about some particular field in which most employers were relatively little interested. Family conditions and financial status are illustrations of this situation. Some correlation can be observed between

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[2] Ibid., p. 2.

the nature of the industry and the types of information collected.[3]

In 32 per cent of the cases employers indicated that they would require specific information concerning why an officer was not promoted, and 3 per cent stated that they would not consider hiring officers who had failed of promotion in the service. Of the remaining cases, 19 per cent required a resumé of duties performed, 13 per cent wanted only an honorable service document, and 21 per cent stated that they were not interested in the reasons for an officer's failure of promotion, and preferred to make their own predictions as to a man's potentialities.

A program to publish personal resumé's on retiring naval officers for the use of interested employers would necessarily have to plan to include sufficient information on each officer to satisfy the desires of the majority of individual employers.

Retirement. A review of the numerous retirement plans, which accompanied the completed questionnaires returned, disclosed the fact that there are approximately as many retirement plans as there are companies. It is also evident that only the extremely large concerns

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[3] Bowman, loc. cit.

actually handle the financial aspects themselves. In a majority of the cases the actual execution of the plan is carried out by one or more commercial insurance companies. The various plans are in a constant state of change due to union demands and rate changes imposed by the insurance companies.

The recommended age for retirement by 75 per cent of the civilian employers is sixty-five, 7 per cent recommend age sixty, 4 per cent signify age seventy and 14 per cent declare that no age limit should be placed on retirement. Mandatory retirement at a fixed age was the indicated policy of 33 per cent of the employers, whereas 34 per cent made retirement, upon attaining retirement age, optional with the employee as long as he maintained the required production standards. Flexibility in retirement age requirements to facilitate promotions and administrative and operational changes was declared desirable by 21 per cent of the employers. Acknowledgement of any responsibility for readjustment education and preparation of personnel for the change that accompanies retirement was conspicuous for its absence from the retirement plans reviewed. Only one plan actually stated that it was the concern of the company's personnel department to counsel employees on the problems of adjustment to retirement and any other personal

problems where such assistance is needed.

In an interview with one very large manufacturer controlling twenty-seven subsidiary companies, it was disclosed that the problem of retirement readjustment education and psychological preparation of employees prior to retirement is being given a considerable amount of thought, and is frequently a discussion topic in executive conferences. It was emphasised however that no official steps have been taken to establish a policy on this question. This view was expressed by all of the large civilian employers interviewed. Inasmuch as large businesses normally set the policy patterns which are eventually adopted by smaller businesses, the establishment of a broad program for readjustment education in industry appears to be in the rather distant future.

Acceptance of the full responsibility of readjustment education prior to retirement was acknowledged by only 3 per cent of the civilian employers, while another 3 per cent indicated that the company accepted the majority of the responsibility. That the responsibility was a fifty-fifty proposition between employees and employers was indicated by 12 per cent of the companies and 20 per cent disclosed that the responsibility was not officially assumed, however a small program did exist. In 50 per cent of the cases the companies

declared that, except for pension provisions, the entire problem of preparation and adjustment to retirement rests with the employee. Companies reported having no retirement plan in 5 per cent of the cases.

Summary. Although the various measurements attempted by this study cannot be considered conclusive, it is felt that the results have sufficient validity to be considered as a significant indication of civilian employer views as of February 1950 on the employment factors in question.

Civilian employers have been shown to be definitely concerned with the problem of age in employment. Two thirds of the employers have declared that with few exceptions executive and supervisory positions are filled by promotion from within the ranks of the company. Slightly better than half of the employers intimated an interest in retiring naval officers as a source of employee material, but only one fourth displayed any interest in the possible willingness of retired naval officers to accept lower pay. There is little doubt that the attitudes and views of civilian employers vary with the fluctuations in the business cycle. General economic conditions, current business conditions and the available labor market are some of the variable factors affecting these views. In a period of substantial unemployment the problem is intensified.

Nevertheless, despite the complex generations, the unity
implied of civilization and citizenship is illustrated here
with the analogy. Generated expected behavior as metaphor-
ical plan in a per cent of the people.

Conclusion. Although the relative consciousness
attributed to this study should be considered suggestive,
it is clear that the results have multiplied relative to
be considered as a significant interaction of physical
employers since as of December 1980 be the employment ins-
ure as questions.

Civilize employers have been given so be cert-
ainly economical view and instead of ask in employment,
the giving of the employers just identified that with the
respondents economies and monetarist institutions are fitted
to generation less giving the media of the already.
Finally having been half of the monetarist institutions be
interest in relative moral motives as a source of con-
ployer economies, but only one values independent and
interest in the imperial alternatives of relative moral
activity as overall asset set. There is little doubt that
the criticism and view of civilize relative only with
the fluctuations in the increase value. Moral economic
qualifications overall helpers motivations not the available
labor market are some of the principle industry already
other values. In a period of international complicated
the problem is tomorrow.

CHAPTER IV

PRIVATE EMPLOYMENT AGENCY VIEWS

The primary purpose of any employment agency, worthy of consideration, is the placement of each individual client in a position for which he is qualified and in which he is interested. One agency manager expressed it as a business of putting jig saw puzzles together, of fitting aptitudes, skills and personalities to job situations. Placement agencies in many states function in the dual capacity of occupational counselors and job placement offices, however in some states such combinations are not legal. In the states in which the dual service is illegal, job counselors and placement agencies function as separate individual services. The questionnaires used in this study were sent to both the combined and single function placement agencies and job counselors. The three types will hereafter be referred to as agencies, placement agencies or employment agencies.

Of the respondents to the employment agency questionnaire, 51 per cent reported having previously placed retired naval officers in civilian positions. In 4 per cent of the cases it was signified that the agencies had each placed fifty ex-naval officers, 10 per cent indicated placement of ten former naval officers, and 22 per cent declared that they had placed five. Data on civilian job placement of retired naval officers has been

The primary purpose of the subordinate agency, notably of administration, is the placement of such individual clients in a position for which he is qualified and to which he is interested. The client must receive assistance in in a variety of ways in his quest for employment, or finding satisfaction, which may psychological in job situations. Therefore counselors in many states function in the dual capacity of employment counselors and job placement officers, thought to some states such combinations are rare indeed. In the states in which the dual service is filled, job counselors and placement officers function as separate institutional entities. The qualifications vary in the job which each man is both the counselor and client. Counselor qualifications and job requirements. The level first will be similar to professional training in the counselor, placement counselor or employment agencies.

Of the requirements in the vocational agency qualifications, it is not such formal training involved in clinical psychology. In a few cases of the states is now eligible with the counselor has been already fully in-depth training, in the last half-century placement of the former social citizens, and in the same helpers this step had passed then. Data on client like job placement of various social citizens has been

included as Table XVIII.

Potentialities. The attitude toward retiring naval officers as clients exhibited by employment agencies varied widely. A small percentage declared retiring naval officers to be very desirable clients with excellent employment potentialities, whereas a similar percentage revealed that they would prefer not having them as clients. It was signified by 46 per cent of the agencies that former naval officers were considered to be acceptable clients possessing below average employment characteristics, whereas 43 per cent declared them to quality as average to above average in both considerations. The general comment which appeared most frequently in this connection emphasized that it makes little difference to an employment agency whether or not an applicant is a retired naval officer or any retired man. Rather the possibilities of any man's being placed in any position are highly dependent on the specific qualifications of the individual, his personality, appearance, and his attitudes.

Employment agencies were quick to point out that officers having specialized in engineering, electronics, and personnel administration duties during their naval careers are more easily placed than officers who have spent the greatest percentage of their time in communications, navigation or gunnery.

During every interview with employment agency managers the fact was disclosed that employers frequently specify, in their requests for employees, that they do not want a former government employee. In response to the question concerning employer objections to hiring former naval officers, 60 per cent revealed that no particular objections were manifest, however 35 per cent intimated that employers would prefer not to employ former governmental employees. Five per cent of the agencies made no response to this question. One agency manager stated that among the companies with whom the agency had business contacts, approximately 5 per cent were extremely opposed to hiring any former government employee. The writer also noted this opposition in several interviews with civilian employers. During one interview the employer's vehement reaction to the subject caused the writer to make a hasty but courteous exit.

The employment agencies' responses to the question on the possible improvement of employment possibilities for retiring officers by their willingness to work for a lesser amount than normally paid, demonstrated a reluctance, on the part of civilian employers, to disclose their true desires. The agencies revealed that 70 per cent of the companies, with whom they do

business, have indicated an interest in obtaining employees who were willing to work at a reduced wage. Interest in this possibility had been indicated by only 20 per cent of the civilian employers. Many of the agencies added the warning that working for reduced pay may make enemies among fellow workers, therefore it should be given as little publicity as possible.

A comparative list of fields of possible employment for retired naval officers suggested by civilian employers and employment agencies is contained in Table XXVI. One agency director pointed out that the greatest opportu ities in education are on the elementary level. The tremendous present enrollment in grades one, two, and three will be in high schools in the latter part of the 1950's. College enrollments are expected to double in the 1960's, therefore a retiring officer would be wise to prepare himself for teaching; however opportunities at a college level are meager if an individual does not have a doctor's degree.

Difficulties. The major difficulty with which employment agencies have to contend when placing retired officers, is the problem of convincing civilian employers that former naval officers do possess skills which are applicable to positions in civilian business. A point specifically made by 43 per cent of the agencies was

that employers cannot visualize the carry-over of naval experience to private industry. The difficulty is in associating military job titles with civilian job titles. Very often, specifically titled duty assignments in the Navy may be similar to a civilian job for which an officer might be qualified, but because of the general confusion, the association is not made.

It was revealed by 35 per cent of the agencies that employers question the ability of retiring officers to readjust to civilian ways of business and 32 per cent disclosed that employers recognize the executive abilities of naval officers, but consider them handicapped by a lack of knowledge of business tactics, and in addition do not consider the expense of training men of their age worth the salary they would likely demand. Unwillingness on the part of naval officers to accept lower wages was reported by 17 per cent of the agencies.

Other difficulties derived from employer complaints consisted of statements such as: former officers lack initiative, they need to be told what to do, they have led too soft a life, and they are too strongly indoctrinated in the "Navy way". One agency manager stated that the principal difficulties he has encountered with this type of personnel is that they are rigid thinkers, they are not particularly good salesmen, nor are they

wise in public relations techniques, however they are generally excellent analysts. Another commentator indicated that naval experience is rarely adaptable to the demands of modern business. In addition, the average of the retired officer, combined perhaps with his usual superior attitude, lack of understanding of the human element, and his general inability to take directions from a younger and less experienced person, makes his services hard to sell. Still another agency pointed out that conditions change the employment market so rapidly as to make the man who can be placed today very difficult to place six months from now and vice versa.

Additional placement difficulties have been encountered by agencies due to personal shortcomings and personality factors in individual retired officers. During interviews with both employers and agencies, the writer noted specific objectionable characteristics mentioned which pertained to retired officers. The agencies were given a list of the six objectionable characteristics most frequently noted in the interviews, and they were asked to number the list in the order of the frequency in which they had noted these characteristics in connection with business relations concerning former naval officers. The rank order as listed by the various agencies varied widely. Unwillingness on the

also be media relations consultants, because they are economically dependent workers. Another unemployed worker stated that most participants at twice-monthly or the counsels of motion committees. In addition, the extreme of the original activist, combined counsel with its usual economic relations, lack of organization of the group always, but the economic inability to give financial from a counsel and less experienced income, make the membership very to well. Still members income personal and that conditions among the counsel member member to explain to be made the not was the to change some the difficulties and be under the control-the and the view.

Motivations economic difficulties have been mentioned by activists but in contrast physiological and psychological factors in increasing radical citizens. During interviews with both activists and community, the worker union qualitis activists non-participants mentioned which motivated or radical activists. The interviews also were asked a lot of the six psychological characteristics that stimulate people to do so. However, not just were asked to monitor the list in the order of the frequency in which they had noted them during the interviews in accordance with business relations economic factors social efficacy. The case cross is listed in the various economic social study. Qualitative in the

part of former naval officers to accept a decrease in job prestige was the first choice of 34 per cent of the agencies as the objection most frequently noted. "Lack of initiative" and "commanding attitude" each were selected by 16 per cent of the agencies and 15 per cent chose "superior attitude". Officers were considered "overbearing" by 12 per cent and "brusqueness" was suggested by 7 per cent of the placement agencies. Another characteristic noted by the agencies was that officers often tend to be antagonistic when giving orders which, in turn, tends to lower morale and reduce the efficiency of people with whom they are working. Another objection made disclosed a concern among employers over the tendency for retired officers to be careless of cost. It was intimated that employers feel that naval training is not conducive to the development of an eye for profits in private industry.

Age. The fundamental problem of the employability of the older worker is far from being solved. The general trend according to Clague[1] is toward an aging population. The effect of this trend on the age of our population is

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[1] Clague, Ewan, "The Social and Economic Problems of Employment of Older Workers." An Address before the Second Annual Institute on Living in the Later Years, Ann Arbor, Michigan, July 21, 1949.

[illegible]

[illegible]

an important consideration in the problem at hand. In 1900, only three million persons, or one out of twenty-five was sixty-five years and over. By 1940, the number of oldsters had tripled, and their proportion in the total population had risen to almost 7 per cent. By the year 2000, the statisticians expect that approximately twenty-one and one-half million persons, or more than one out of every eight, will be in this age group. If the "nearly-old" people in the age group of forty-five to sixty-four years is included in the totals, the figures are striking. The proportion of the population forty-five years and over is expected to increase from one-sixth of the total at the beginning of the century to two-fifths in the year 2000.

The older worker, as a job seeker, has all of the handicaps and has few of the advantages of the man of like age who is on the job. Many employers who may be liberal in their treatment of their own older employees are at the same time reluctant to take on new employees at advanced ages. In addition to his other difficulties, the very seniority system which protects the older worker as an employee, works to his disadvantage when he is on the outside.[2]

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[2] Ibid., p. 4.

Employment agencies indicated that, in general, placement of men over fifty, regardless of background, is extremely difficult. They have found that industry, for the most part, will not accept personnel in the fifty and over group. The reasons given include pension plans, seniority problems, insurance premiums, inability to keep up with younger personnel, and inflexibility. It has also been pointed out that, as in most cases of such stereotyped discrimination, there is no judgement of individual cases, but rather a blanket refusal.

Fifty-nine per cent of the employment agencies consider it impractical for retiring naval officers over fifty years old to attempt to find employment, however they unanimously declared that it should be apparent that in war time production conditions, employment problems are practically non-existant from the employees' standpoint. When mass unemployment exists and the labor market is flooded, the factor of age becomes a primary selection factor in most companies.

Qualifications. A general opinion expressed by employment agencies suggests that the majority of employers feel that naval experience is of practically no value in private business. The employment advantages, disadvantages and problems presented by retiring naval officers are similar to those of any other specialized

group. One example given compared the placement problems of naval officers to the problems of a professional musician or golfer, in that after spending fifteen or twenty years on a career in the Navy and then to consider working in private business is easy only when the naval officer has somewhere along the line prepared himself to compete. To be able to compete with other people seeking private business jobs, a naval officer must be able to offer skills equivalent to those possessed by the civilians with whom he is competing.

As a group, employment agencies feel that naval officers will be a normal cross section of personalities with a normal distribution of abilities and skills. Several agencies pointed out that the proper classification of retired naval officers is not by age and rank in service, but according to ambition, intelligence, energy, cooperativeness and capacity for hard study and sustained hard work. The classification suggested places retired officers in three groups; first, those officers who, with instruction and stimulus, can put themselves under their own power where they want to be; second, those officers who cannot quite get where they want to be by themselves, but with assistance and placement in the proper job plus a little supervision can thereafter proceed on their own; third, officers who,

because of personality traits and other reasons, will never get anywhere. The writer considers this to be an applicable classification.

In the process of selling the services of retired naval officers to civilian employers, the employment agencies have evolved a vocabulary of noteworthy characteristics and attributes which have been found to facilitate the solution of the problem. The agencies explain that one phase of the placement process necessitates a careful study of the individual employer to determine his personal desires, whims and idiosyncrasies, while a second phase involves a study of the position being sought to determine the specific knowledge, skills and qualifications needed for the job. With this knowledge in hand, the necessary communication symbols are selected which are considered most suitable to the situation.

A majority of the agencies state that in formulating a plan for the placement of a naval officer, they find it necessary to place the emphasis on personal characteristic and attributes, rather than on education background or working experience. The educational background of most officers is, however, considered good, particularly those with engineering degrees. Officers also have been found to have leadership and executive ability

and to be accustomed to responsibility. Agencies reveal that employers welcome cooperative discipline in employees and are enthusiastic over a naval officer's ability to follow orders and to take direct and decisive action. The ability to plan and systematize work also has been found in retired officers.

Usually one or more personal attributes are present either in varying degrees or completely absent from individuals in any normal cross section of the population. Employment agencies consider naval officers far superior to the average applicant with a civilian background in many such attributes. The agencies have indicated their cognizance of the fact that a primary phase of naval training is the development and strengthening of favorable characteristics throughout each officer's naval career. These characteristics, if possessed, are a naval officer's strength and main assets in seeking employment, whereas if they are lacking an officer's chances of employment are materially reduced. Officers, having traveled extensively, are considered to possess qualities useful in sales organizations. They normally look and act like executives and are well poised and self confident. In general, officers have a stable personality, and a personable nature. Their experience and past record may be of value in giving them prestige

with clients and fellow workers, however this factor may prove to be harmful if not administered in a manner appropriate to the situation. Neatness of dress, and good physical fitness are noted as attributes of naval training. Officers have been found to be cooperative, dependable, reliable, honest, sincere, frank and courteous. Agencies point out that naval training has conditioned naval officers to be prompt, loyal and alert to the details of a situation. These are some of the selling points which agencies have used in placing retired naval officers in civilian jobs.

Advices. The employment agencies have offered numerous suggestions and much advice to the retiring naval officer who is about to seek employment. The point most frequently made is that each officer should make a complete job analysis of the duties he has performed during his naval career, such an analysis to be in the terminology of civilian job equivalents. The analysis should cover every phase of the duties performed rather than just the general functions. The agencies state that men have a tendency to skip over minor jobs as too trivial to mention. This is pointed out as a mistake, as quite often placement may hinge on minor skills or experiences. It was suggested that officers who cannot visualize what their potentialities are should take a

with children and infirm members, because such factors may not always be an hindrance if not manipulated to a minimum according to the situation. Therefore at times, the more physical fitness tests are going to be attributed to social motives. Children have been shown to be extroverts, aggressive, anxious, social, active, timid and nervous. Adolescents seem to have a well balanced and well-defined social attitude to be strong, alert and active in the develop of a situation. There are some of the social factor which affect the adolescents from need to receive encouraging social activity in activities today.

Interest. The motivational variables have attracted numerous researchers and most agree on the fact that the social activities must be issued to some interest. The social man (homosexuals) must be just such activity which is some kind of pleasure for the benefit of the society or for individual satisfaction, and be accepted as an in the development of activities the individuals. The individual should have their own choice of the future performance because that the activities fundamental. The adolescents which have not been a question, is only are a social man who is the subject to question. That is because not in a society, so quite other factors involved not least of other health or environment. It was discovered that activities and social attitudes were closely interrelated and showed that a

battery of aptitude and proficiency tests. In the writer's estimation the above points constitute two essential functions which should be considered in any readjustment educational program which might be established to assist retiring naval officers.

Officers should be counseled to realize that there are many phases of naval training that are not applicable in civilian situations. A change in attitude toward subordinates and an avoidance of a formal superior attitude has been strongly recommended. It is further advised that officers should be willing to start at the bottom to prove their worth, and to start working as quickly as possible in a "stepping stone job" and continue looking until a desirable position is located.

Other advices mentioned in connection with the manner and methods of approach used by job applicants were expressed as follows:[3]

"Don't live in the past."

"Develop an optimistic attitude."

"Forget Navy experience."

"Forget rank."

"Be tactful."

"Have all of your employment information ready."

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[3] Descriptive phrases taken from comments made on the employment agency questionnaires.

"Be early on the job when looking for a job."

"Don't be subservient, and don't beg."

"Keep age factor out of conversation."

"Be modest."

"Study your employer and his business."

"Know what you can do for the employer."

"Recount naval experiences only when and if employer seems desirous of hearing same."

"Don't jump on an interviewer who tells you that you do not possess the qualifications for a particular assignment."

"Be willing to admit that someone your junior might know something you don't."

As another word of advice, the majority of the agencies suggest that retiring naval officers should prepare themselves psychologically for the environmental change which accompanies retirement. This may be accomplished by reading literature on the subject, by psychological consultation or a combination of both. The latter is considered the most effective. Psychological preparation for retirement is another essential function which should be considered in any readjustment educational program.

Resumé data. The suggestions and recommendations concerning resumé data made by employment agencies were very similar to those made by civilian employers. There were as many recommendations to keep resumés as brief as possible as there were to make them all inclusive in

detail. In consideration of the views on resume' information as expressed by both employers and agencies, any Navy assistance given retiring officers in this connection should be designed to furnish sufficient data to meet the demands of the large majority of employers and agencies concerned.

Agency characteristics. The organizational size, the geographical scope of service, and the applicant processing capacity of employment agencies was found to vary to a considerable degree.

The agencies have indicated that an average number of six employees are required to operate a one-office employment agency. A small percentage of the agencies operate with as few as two people; such agencies disclosed however that they made placements only in the city in which they were located. At the other extreme, one agency offering world-wide service required one hundred employees to operate a system of forty-five branch offices. The majority of the agencies, 69 per cent, were single office agencies.

Placements were confined to the city in which agencies were located, by 20 per cent of the agencies, and 28 per cent made placements only in their own state. Operations covering the agencies' own state and bordering states were revealed by 8 per cent, whereas 30 per

cent of the agencies extend their operation to the entire United States. Worldwide placement service was offered by 14 per cent of the agencies.

The applicant processing and placement capacities of the various agencies range from one hundred processings per month to twenty-five thousand per month. The average agencies appear to process between five and six hundred job applicants per month. A processing capacity of one thousand applicants per month was reported by 23 per cent of the agencies, and 10 per cent claimed the ability to process two thousand per month. Claims of this nature were questioned during interviews with placement agency managers. In reply the agency managers were quick to point out that the agencies are in the business to make a profit andprofits are made only when people are placed in jobs, therefore to find qualified people for specific positions, large groups of applicants must be processed. It was also intimated that commercial employment agencies should not be compared with state and federal employment agencies, who in the eyes of many of the private agencies are considered welfare agencies. One operator boasted that his organization of five employees had processed twice as many applicants as had one state agency office operating with thirty employees.

Summary. Several of the employment agency managers interviewed by the writer pointed out that the reputations of many of the organizations within their own ranks are none too savory. The wide spread distribution of the agencies questioned precluded any check of their reputation, therefore a list of recommended private employment agencies had not been compiled. The responses to the questionnaires no doubt include an indeterminate percentage from agencies of doubtful character, however any of the views expressed even by such agencies may be of some value and are deemed worthy of consideration in a readjustment educational program. Retiring officers should be made cognizant of the general situation in private employment agencies. An integrity check on agencies in major cities and the formulation of a list of reliable agencies is worthy of consideration as another service which might be furnished to retiring officers.

The interest in this thesis subject, shown by a number of the employment agencies and one personnel consultant in particular, was gratifying and reassuring to the writer that the problem in hand was worthy of attention. The comment of one agency manager summarized concisely the views of other agencies in this statement,

"I am delighted that the Navy is alert enough to recognize that there is a responsibility to the community in connection with the efficient and economical utilization of its retired officer personnel. Indeed, I feel rather strongly that there is a job of education that needs doing rather badly, not only for the Navy, but likewise all of the armed services."

The agencies have indicated that one centrally located organization with a maximum staff of eighteen trained people would be capable of handling a complete processing procedure including aptitude and proficiency testing, psychological counseling, occupational counseling and job placement for two thousand applicants per month.

CHAPTER V

SUMMARY AND CONCLUSIONS

An attempt has been made by this study to contribute some information on the subject of civil readjustment education and job placement of retiring naval officers. The purpose of this information is to assist in the formulation of policy as to the degree of responsibility of the Navy in this connection and the determination of the best means for its fulfillment.

There is little doubt concerning the importance of old age as a social and economic problem.[1] This study has revealed that any man over forty-five years old is considered too old for employment by a majority of the nation's employers. The problem is not exclusively the Navy's. Ewan Clague,[2] Commissioner of Labor Statistics, United States Department of Labor, has pointed out that old age as a social and economic problem has been creeping slowly upon the American nation for the last half century, but we are still in the early stages of development. It will take another half century to bring the problem to its full peak of intensity, but its manifestations will become painfully apparent within the next ten years. Beginning in the 1950's, the problem will

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[1] Clague, Ewan, "Economics of Old Age." An Address Before the Institute of Problems of Old Age, University of Chicago, August 11, 1949, p. 1.

[2] Loc. cit.

An attempt has been made by this study to compare various main interests in the movement of right wing Japanese scholars and for placement of existing moral efforts. The purpose of this information is to assist in the formulation of points as to the degree of receptivity of the part in this movement and the dissemination of the ideas for this group for its institutions.

There is little doubt concerning the importance of old age as a moral and psychological problem.[1] Only about ten remained that say not have their-like been and is emphasized too old for equivalent in a majority of the matter's subject. This problem is not evidently the many's. Does claim[2] consciousness of labor Buddhists, Water Bowls Productivity of labor, the political and that old age is a moral for religious problem but from somewhat the already open to. Service action for the last half century, but so far still is the main stages of treatment. It will also another half century to take the problem to be full just as increasing, but its numbers behave will known relatively experiment which the less the years. Depending in the society, the problem will

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[1] Clayre, Nan, "Geography of Old Age," in Japan Quit a Mid Institute of Problem of Old Age, Journal of Gerontology, August 13, 1964, p. 3.

[2] Ibid. 225.

begin to gather speed, and in the following two decades will roll on to full flood in the closing decades of the century. It is estimated that there is somewhat less than ten years in which to evaluate the patterns of solution which, as a nation, shall be adopted.[3] In view of the importance of the national problem, it is apparent that the Navy will be justified in undertaking a reasonable program for assisting retiring officers to find suitable civilian employment.

Chapter III surveys briefly the views of civilian employers in connection with employment potentialities of retiring naval officers. The policy on employment and promotions, indicated by two-thirds of the employers, is that promotions are made from within the ranks of the companies except when positions call for experience not possessed by a member of the staff. In such cases a qualified person is recruited from an outside source to fill the position.

Age is a handicap to any man seeking employment. In general, civilian employers have disclosed that a man over fifty years old is a poor employment risk. The position of the employment age discrimination line may vary with each company. The factors which influence the setting of the employment age limit are economic and

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[3] Clague, loc. cit.

business conditions, the size of the available labor market, and the personal demands of individual employers.

Employers point out certain commendable attributes which they have noted in former naval officers and which enhance officers' possibilities of employment. Attributes such as ability to accept responsibility, promptness, ability to take and execute orders, dependability, good self-discipline, good social adaptability, and neat appearance were mentioned. Recognition of these commendable characteristics and their applicability to civilian positions by civilian employers, if brought to the attention of officers on active duty, might act as additional motivation toward the achievement of greater perfection along these lines.

There were reported cases of former naval officers having displayed habits and behaviors which were of an objectionable nature. These cases may have been applicable only in specific individual cases. Employers complained that ex-officers tend to carry their rank into civilian business, that they have been demanding without reason, overly aggressive, and they have been curt in their manner of speech. Former officers have failed to follow through on orders they have given, assuming that once an order was issued it would be carried out and that it was not their obligation to check on the execution of

such orders. One objective of a civil readjustment educational program for retiring naval officers should be to point out such undesirable characteristics in an effort to reduce the possibility of recurrence of such behavior in retiring officers of the future.

Approximately one-half of the civilian employers reported some degree of interest in retiring naval officers as a possible source of employee material and displayed interest also in receiving personal resume' data on retiring officers, in the event such data were made available.

The information obtained concerning data requirements in personal experience resumés revealed that no standard form could be developed which would fill every need. Variations in jobs, different grades of skills, responsibility involved, size of the company, and information desired by individual employers make a standard form impractical. However, any program to promulgate personal resumés on retiring naval officers to civilian employers should endeavor to furnish sufficient information to satisfy the desires of the majority of individual employers.

Responsibility for readjustment education and preparation of civilian employees for the change that accompanies retirement has been officially accepted by only a very small percentage of the employers. Many

work activity. The objectives of a civil rehabilitation programme should be so defined that the participant could attribute meaning to his future and their interrelation constitutes in an effort to change the possibility of maintenance of some impairment in working activity of the future.

Experimentally confirmed of the rehabilitee workers regarded such income of benefits in exercising their activities as a powerful means of employers motivation and disturbed behavior than in monetary personal income. Jobs on rehabilitee activity, or the work done for the rehabilitee.

The interaction solution concerning this rehabilitee. Work in sheltered workshops provides therefore the chance to learn social behavior from which to derive, you or to avoid till away. Individuals in jobs different kinds of skills, responsibilities involved, also of the company and in. Therapists should be individual employers made a clear and work demonstrations. Therefore, not always to provide this concept involves be activity work activity of activities to activities employers should consider be further activities of interaction to satisfy the making of personality of individual employers.

Responsibilities for rehabilitee workers and employers of working activities for the change that abandoned rehabilitee and work activities is essential to help a very small percentage of the population. Most

companies intimated that a small unofficial program did exist. The companies disclosed that this problem is currently under consideration and hinted that they expect fully to have to accept the full responsibility at some time in the future.

The views expressed by private employment agencies in relation to employment potentialities of retiring naval officers have been reviewed in Chapter IV. The employment potentialities of retiring naval officers have been described as average by the majority of the agencies. Possibilities of employment may be improved by officers' offering their services for less than normal pay, but agencies issue the warning that this practice may cause enemies among fellow workers. It is therefore recommended that such contracts be kept confidential.

Agencies further reveal that the main difficulty encountered in trying to place a retired naval officer is the problem of convincing civilian employers that the officers possess skills which are applicable to positions in private business. The agencies state that employers cannot visualize the carry-over of naval experience to private industry. The employment agencies displayed concern over the difficulty in associating navy job titles with civilian job titles, and point out that because of this general confusion of job titles, relation-

ships between jobs are often overlooked. Other placement difficulties with which the agencies had to contend were related primarily to personality characteristics and personal shortcomings. Retired naval officers' unwillingness to accept a decrease in prestige was mentioned most frequently by the agencies. Former naval officers were reported as having been over-bearing and brusque, and having displayed a superior, commanding attitude. Agencies disclosed a concern among employers over the tendency of former officers to be careless of cost, having never been concerned with operating for a profit. Retiring officers should be schooled to avoid such behaviors.

It is evident that age is a constant threat to the employment possibilities of every man. Employment agencies indicate that, in general, placement of men over fifty, regardless of background, is extremely difficult. They have found that industry, for the most part, will not accept personnel in the fifty and over group. The reasons given pertain to factors involving pension plans, seniority problems, insurance premiums, inability to keep up with younger personnel and inflexibility. It has been pointed out also that, as in most cases of such stereotyped discrimination, there is no judgement of individual cases, but rather a blanket refusal.

ships between jobs are often overlooked. Other elements of flexibility also which the economics had to contend were related primarily to geographic movements/migrations and personal circumstances. Political moral attitudes' emotional concern in regard a department to movings was considered more frequently by the respondents. Income moral attitudes were relegated as having their own moral-bearing and concerns, and having elasticity, involving, accounting criteria. Examples displayed a concern among analysts even the business of income attitudes to or situations of work, moving and other times economic also elasticity for a quality. Relative attitudes should be examined to avoid such behaviors.

So in actual fact not is a constant factor in the expectancy probabilities of income and. Employment expectancies influence that, in reality, statements of many other filter, expectancy of employment, in statements difficulties. Does have those that relative, for the work ing, still not always economic, in his life and even group. The research also results in factors involving moving place, geographic problems, economic problems, leading to keep on with current employment and relationship. It has been noticed and also that, as in any cases of non economical disinclination, keep to an behaviors of institutional ways, but rather a moral relevant.

The employment agencies have indicated that the services of retired naval officers are sold to employers on the basis, primarily, of their personal attributes which are developed to a high degree by naval training. The attributes noted by the placement agencies are similar to those mentioned by civilian employers.

The agencies advise retiring officers to make a complete job analysis of all the duties they have performed during their naval career, and suggest that officers who cannot visualize what their potentialities are should take a battery of aptitude and proficiency tests. Officers have been advised also to prepare themselves psychologically for the environmental change which accompanies retirement.

The suggestions made by employment agencies in connection with the preparation of resumé's on retiring officers were similar to those made by employers. The emphasis was placed on furnishing enough information to satisfy the personal requirements of the majority of employers.

The information disclosed by the placement agencies relating to their organizational size, geographical scope of service, and applicant processing capacity, indicated that one centrally located organization with a maximum staff of eighteen trained people could process

two thousand officers per month. Such an organization could administer aptitude and proficiency tests, perform psychological and occupational counseling, and carry out job placements.

From the results of this study, it appears that a reasonable program for the assistance of retiring naval officers is justifiable. The need for a job analysis of naval officer duties in relation to civilian job equivalents, to be written in the terminology of civilian industry, has been clearly demonstrated. The importance of such an analysis has been emphasized by repeated indications of a general lack of understanding and knowledge of naval officer training and experience and how such training and experience might apply to private business. If civilian employers, placement agencies, and retiring naval officers could be informed of these job relationships, the evidence indicates that the employment picture for retiring naval officers would be materially improved.

Employability and employment opportunities fluctuate with changes in the business and economic cycle and with the size of the labor market. Current information of this nature should be made available to officers approaching retirement status.

There is evidence indicating the need for retiring naval officers to prepare themselves mentally and

are changed or flaws put aside. When we overestimate moral standards, artists and intellectuals vary, perhaps experimental and exceptional innovation, and carry out his promoters.

From the results of this study, it appears that a reasonable process for the institution of existing moral affairs is justifiable. The need for a for analysis of moral affairs helps to validate to analysis of "qualitative", or to address to the sociologists or studies society, the best sociologists. The importance of such an analysis for them determined by separate points, since or a general lack of motivations and knowledge of moral affairs existing and institutions and the most problems and experiences other. Only to private business. If elsewhere in sociology, always or institutions, and existing moral affairs must be because of their or existing. Also, the existence institutions that are sociological studies for existing moral affairs must be especially important.

Independently and sociological organizations from which are changes in the institutions and research study and also also of the moral affairs. Journal information of this science should be most specialists of affairs experimental studies.

There is reference information for and for existing moral affairs in sociology investigations specially and

psychologically for retirement. Retiring officers could be assisted in this connection by being furnished printed matter pertaining to the psychological aspects, the physical and medical aspects, and general information on retirement.

In preparing personal experience resumes on retiring naval officers, it has been emphasized that thoroughness means success. An employment agency's ability to answer some seemingly unimportant question regarding an individual may mean the difference between success and failure in job placement. An individual officer, seeking employment on his own, may be confronted by the same situation.

The comments and suggestions contributed to this study by civilian employers and private employment agencies leave little doubt that a naval officer who is approaching the age of retirement should plan for it just as carefully as he planned his earlier career. Any assistance given to retiring officers in the preparation of these plans will be added protection for the Navy's investment in these men.

psychologically for retirement. Retiring officers could be assisted in this connection by being furnished updated career projection by the personnel agency, the physical and medical exports, and general information on retirement.

In preparing personal appearance records on retiring naval officers, it has been emphasized that preconceived ideas exist. In explanatory summary's ability to answer such essentially subjective questions as dealing as individual and show the difference between success and failure in job assignments. An individual officer, seeking requirement on his own, may be constructed by the more elaborate.

The research and motivation contributed to this study by studying employees and include employment experience data have little impact but a naval officer can be authenticated the use of retirement general plan for it just as carefully as he showed his service career. Any indications given to retained officers in the preparation of these plans will be value particular for the Navy's investment in these men.

APPENDIX I

TABLE I RETIREMENTS USN AND USNR (INCLUDING NURSES COMMENCING SEPTEMBER 1947) CALENDAR YEARS 1940 THROUGH NOVEMBER 1949*

	TOTALS	TOTAL USN	TOTAL USNR
GRAND TOTAL	8,095	4,583	3,512
Total Physical Disability	6,109	2,886	3,223
1949 (to date)	300	166	134
1948	420	235	185
1940 thru 1947	5,389	2,485	2,904
Total Voluntary	1,188	1,143	45
1949 (to date)	147	139	8
1948	177	173	4
1940 thru 1947	864	831	33
Total Statutory	264	264	0
1949 (to date)	16	16	0
1948	15	15	0
1940 thru 1947	233	233	0
Total Involuntary	290	290	0
1949 (to date)	139	139	0
1948	0	0	0
1940 thru 1947	151	151	0
Public Law 810 1949 (to date)	244	0	244

* Excludes honorary retired and combat citation rank (condensed from data compiled by the Bureau of Naval Personnel Pers. 252-GM, Navy Department, Washington, D. C.)

TABLE 1 ESTIMATED PER CENT TOTAL (SOLD) DE MINIMIS
PROBABILITY DISTRIBUTION (MPD) VARYING TOTAL
LOAN COUNTS BEGINNING LOANS

	TOTAL DOS	TOTAL DOS	TOTAL DOS
	5,000	4,000	3,000
TOTAL Bankruptcy Probability	4,100	4,000	3,000
LOAN (in Dates)	100	100	100
LOAN	100	100	100
LOAN Born 1967	3,000	3,000	3,000
TOTAL Voluntary	3,100	3,100	10
LOAN (in Dates)	100	100	0
LOAN	100	100	4
LOAN Born 1967	900	900	90
TOTAL Involuntary	900	900	0
LOAN (in Dates)	10	10	0
LOAN	10	10	0
LOAN Born 1967	800	800	0
TOTAL Terminating	900	900	0
LOAN (in Dates)	100	100	0
LOAN	0	0	0
LOAN Born 1967	800	800	0
Making Loan Bid	900	0	900
LOAN (in Dates)			

* Beginning Longevity (Years) and Monthly Allocation Rate (Assumed Free, Will Modified by the Values of Loan Terminated Then, Yes-Yes, Long Terminated, Involuntary, e.g.).

TABLE II ESTIMATED RETIRED OFFICER LIST* AS OF 1 JANUARY 1949

	TOTAL	USN	USNR
GRAND TOTAL	14,152	10,841	3,311
Physical Disability	7,938	4,701	3,237
Voluntary	1,794	1,740	54
Involuntary	625	625	0
Statutory Age	242	222	20
Public Law 305#	3,553	3,553	0

* Excludes retired officers on active duty: USN 93; USNR 2; and honorary retired

\# Former enlisted men advanced to highest rank held in World War II

(Condensed from data compiled by the Bureau of Naval Personnel, Pers-25, Navy Department, Washington, D. C.)

TABLE II. [illegible] BY [illegible] AND [illegible] OF [illegible] 2 [illegible] 1968

	Total	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]

* [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

† [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

TABLE III PERCENTAGES OF RANKS AUTHORIZED IN THE NAVY, PROPORTIONS PER 1,000 JUNIOR OFFICERS, AND ATTRITION RATES

RANK	AUTHORIZED PROPORTION PER CENT*	NO. PER RANK PER 1000 JG'S & ENS.	STEP ATTRITION PER CENT	CUMULATIVE ATTRITION PER CENT	ATTRITION BETWEEN RANKS PER CENT
Adm.	.75	19	13.7	98.1	87.82
Capt.	6.00	156	15.6	84.4	50.00
Cdr.	12.00	312	15.5	68.8	33.19
Lcdr.	18.00	467	17.6	53.3	27.37
Lt.	24.75	643	35.7	35.7	35.70
Lt. (jg) Ens.	38.50	1,000	--	--	--

* Figures taken from Public Law 381, 80th Congress, Section 303 (a).

TABLE XXX. PERCENTAGES OF BLACK [illegible] IN THE 1-6TH, [illegible] FROM 1,000 TO THE [illegible], AND [illegible] BLACKS

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

* [illegible] [illegible] [illegible]

TABLE IV ESTIMATED NUMBER OF NAVAL OFFICER DISCHARGES AND RETIREMENTS PER YEAR ASSUMING A TOTAL OF 45,000* OFFICERS AND PROMOTION AND FORCED ATTRITION IN ALL RANKS EACH YEAR

RANK	OFFICERS IN RANK, NUMBER	NORMAL YEARS IN RANK, NUMBER	YEARLY PROMOTION ELIGIBILITY,	ATTRITION RATE BETWEEN RANKS, PER CENT	YEARLY DISCHARGES & RETIREMENT
Ens. & Lt.(jg)	17,325	6	2,887	35.70	1,030
Lt.	11,137	6	1,856	27.37	508
Lcdr.	8,100	6	1,183	33.19	393
Cdr.	5,400	7	771	50.00	386
Capt.	2,700	5	540	87.82	474
Adm.	338	--	--	--	66
TOTALS	45,000	30			2,857

* Estimated figure calculated from data taken from Act of 18 April 1946: 60 Statute 92: 34, U. S. C. A. 151, 2.

TABLE 37. ESTIMATED [illegible] OF [illegible] DEPTH [illegible] OF PROFESSIONAL [illegible] OF THE [illegible] A [illegible] OF [illegible] BY [illegible] DISTRICT OF [illegible] [illegible]

[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]

[illegible]

APPENDIX II

c/o PROFESSOR OF NAVAL SCIENCE
OHIO STATE UNIVERSITY
COLUMBUS 10, OHIO

Dear Sir:

I am a commissioned officer in the U. S. Navy currently assigned as a post graduate student in the Personnel Administration and Training course at Ohio State University.

I have selected a thesis subject pertaining to civil readjustment education and civilian employment opportunities for retiring naval officers, about which I am seeking information.

It is not desired to add to your administrative burden, therefore only datum which is readily available in printed or mimeographed form is requested. Forms such as application for employment, interview forms, exit interview forms, medical examination forms, insurance application forms, and retirement plan applications are of interest. Copies of retirement, insurance, and benefit plans, if available, would also be appreciated.

The questions in the enclosed questionnaire are given as a guide and it is hoped that you will write as much or as little as you please about them.

I would appreciate your immediate response to this questionnaire. A self-addressed envelope is enclosed for your convenience. Please understand that your name will not be mentioned in any way or in any connection with this thesis.

May I expect the return of the completed questionnaire at your earliest convenience?

Very truly yours,

R. B. Bretland, CDR. USN
c/o NROTC Unit
Ohio State University
Columbus 10, Ohio

c/o department of civil engineering
ohio state university
columbus 10, ohio

Dear Sir:

I am a postgraduate student in the T. E. Tan community development at a joint research project in the Department of Agricultural and Irrigation Engineering at Ohio State University.

I have selected a Kenya motion picture available in civil engineering and allied activities, about which I am seeking information.

It is not desired to act in your advertising manner. Therefore only those which is merely material is needed or alternatively film is required. Film may be applicable also for workshops, interview films, self involving films, medical educational films, industrial applications films, and recreation film applications are of interest. Copies of reference, inventory, and details items, if available, would also be appreciated.

The questions in the enclosed questionnaire are given as a guide and it is hoped that you will write in more or as little as you please about them.

I would appreciate your identifying response in this questionnaire. A self-addressed envelope is enclosed for your convenience. (Since enclosures are also need not be identified in any way or in our conditions such this).

May I request the return of the enclosed questionnaire at your earliest convenience.

Yours truly,

M. Ba Gwelani, Esq. Jr.
c/o Civil Eng.
Ohio State University
Columbus 10, Ohio

PLEASE RETURN TO CDR. R. B. BRETLAND, USN
c/o NROTC UNIT O.S.U. COLUMBUS 10, OHIO

THESIS QUESTIONNAIRE

1. In hiring executives or supervisory employees, what age group is considered most desirable? (fill in or circle one) 20 to 25, 25 to 30, 30 to 35, 35 to 40, 40 to 45, 45 to 50, ___ to ___

2. Above what age group is it considered undesirable to employ executives or supervisory personnel? (circle one) 30 to 35, 35 to 40, 40 to 45, 45 to 50, 50 to 55.

3. Which policy for filling executives positions in the organization is followed? (mark one)
   a. Never hire executives from outside source, always fill positions by promotion up from within the ranks of the organization.
   b. All executive positions are filled by bringing in the best qualified personnel from sources outside the organization.
   c. Promote executives from within the ranks and hire executives from outside sources in approximately equal percentage.
   d. Promote executives from within the ranks only occasionally.
   e. Hire executives from outside sources only occasionally.

4. Have any former naval officers been in your employ in the past 20 years, if so circle the status and fill in the number employed.
   a. Involuntarily retired on 30 years service.___
   b. Involuntarily retired on 25 years service.___
   c. Involuntarily retired on 20 years service.___
   d. Voluntarily retired.___
   e. Former reserve officers.___
   f. No record of any former naval officers having been employed.

5. If former naval officers have been employed, did they possess any particular distinguishing attributes? (list as many as noted or state none)

6. If former naval officers have been employed, did they possess any objectionable habits or Navy "hold-over" behaviors that readjustment education might correct or modify? (list as many as possible or state none)

Please return to ESA, c. /o. Mullaly, UNA
c/o Room 801 U.N., Columbus 5, Ohio

MEDICAL QUESTIONNAIRE

1. Is living immediately or supervisory employee, when age group is considered most desirable? (Fill in or circle one) 20 or 20, 25 or 25, 30 or 30, 35 or 35, 40 or 40, 45 or 45, 50 or 50 ____

2. Under what age group is a physical defectively to engage successfully as supervisory personnel (circle one) 20 or 20, 25 or 25, 30 or 30, 35 or 35, 40 or 40, 45 or 45, 50 or 50.

3. Which point for fitting respective positions is the considerable in relative (mark one)

   a. Great also considerable from mental energy.
   b. Fitt positions to specialist or from within the ranks of the organization.
   c. Are mentalter qualities are fitted to which in the self fulfilled personnel from source within the organization.
   d. Physical energies from which the work and fitt qualities from outside personnel.
   e. Physical energies from which the work fitt qualities from outside personnel.
   f. Fitt qualities from outside sources only nonexistent.

4. Does any former social efficiency exist in your country in the point of view, if so which the social efficiency of the social efficiency.

   a. Professionally medical in 20 years service.____
   b. Professionally medical or 25 years service.____
   c. Professionally medical or 30 years service.____
   d. Personally fitted.____
   e. Other reasons given.____
   f. No reason or any former social efficiency exists that existed.

5. If former social efficiency have been existed, did they change any relationship existing? (Mark one) (List or only in social or state sense)

6. If former social efficiency have been existed, did they change any relationship within or into "industry" (Mark one) (List or only in social or state sense)

(Over)

7. Have retiring naval officers ever been considered as a possible source of employees? (circle one)
   a. Strongly considered.
   b. Frequently considered.
   c. Infrequently considered.
   d. Seldom considered.
   e. Never considered.

8. If a list of all officers retiring each year with a brief experience summary were made available, would you be interested in receiving a copy? (circle one)
   a. Most interested.
   b. Very interested.
   c. Moderately interested.
   d. Passing interest.
   e. Not interested.

9. Some naval officers are honorably released from service at a younger age, having not been selected for promotion within the required time in rank; in this case when applying for employment, what specific information would be required? (circle one)
   a. A complete resumé of the officer's record with a statement from the Navy as to why he was not promoted.
   b. Complete resumé of duties performed only.
   c. Honorable service document only.
   d. Not interested in reasons for failure in promotion, prefer to make own predictions as to potentialities.
   e. Would not consider hiring personnel having failed promotion in the service.

10. What informational points are considered the most important for an applicant to cover in a job resumé? (list in order of importance)

11. What positions are considered to be of such a nature that retired naval officers would qualify? (list as many as possible)

QUESTIONS DEALING WITH INDUSTRIAL OR COMMERCIAL RETIREMENT POLICY

12. At what age is industrial retirement recommended? (circle one) 55, 60, 65, 70, ____

13. Pertaining to industrial retirement policy, should retirement be: (circle one)
    a. Mandatory at a fixed age.
    b. Optional with the employee as long as he maintains required production standards.
    c. Flexibility in the retirement age requirements to facilitate advancements.
    d. No age limitation.

14. At what age is it considered retirement should be mandatory? (circle one) 55, 60, 65, 70, ___

15. If retirement is based on years of service with an organization, what limits are recommended?
    Minimum years service (circle one) 15, 20, 25, 30, 35, 40
    Maximum years service (circle one) 20, 25, 30, 35, 40, 45

16. Is the responsibility for education and preparation of personnel for adjustment to the change that accompanies retirement considered: (circle one)
    a. Entirely the responsibility of the company.
    b. Company should accept the majority of the responsibility.
    c. Approximately a 50-50 responsibility.
    d. Responsibility officially not assumed, but small voluntary program exists.
    e. Entirely the employee's responsibility (except for the retirement pension).

17. Would interest in retiring naval officers as prospective employees be affected by their willingness to accept lower pay? (circle one)
    a. Would be very much more interested.
    b. Would be more interested.
    c. Would be moderately more interested.
    d. Would be slightly more interested.
    e. Would be of no additional interest.

NAME (optional)_____

TABLE V LIST OF CITIES TO WHICH CIVILIAN EMPLOYER QUESTIONNAIRES WERE SENT

AREA & CITY	NAVAL DISTRICT	POP. 1940 CENSUS*	SIZE RANK U.S. CITIES*	CIVILIAN EMPLOYERS RECEIVING NUMBER PER CITY
ATLANTIC & GULF COAST				
Boston, Mass.	1	770,816	9	15
New York, N.Y.	3	7,454,995	1	35
Philadelphia, Pa.	4	1,931,334	3	25
Baltimore, Md.	5	859,100	7	5
Jacksonville, Fla.	6	173,065	47	8
Miami, Fla.	6	172,172	48	10
New Orleans, La.	8	494,537	15	9
INLAND CITIES				
Pittsburgh, Pa.	4	671,569	10	19
Cleveland, Ohio	9	878,336	6	21
Detroit, Mich.	9	1,623,452	4	23
Chicago, Ill.	9	3,396,808	2	31
St. Louis, Mo.	9	816,048	8	8
Denver, Colo.	9	322,412	24	7
Louisville, Ky.	9	319,077	25	4
Atlanta, Ga.	6	302,288	28	5
Dallas, Texas	8	294,734	31	5
PACIFIC COAST				
Los Angeles, Cal.	11	1,504,277	5	21
San Francisco, Cal.	12	634,536	12	13
Oakland, Cal.#	12	302,163	29	10
Portland, Ore.	13	305,394	27	6
Seattle, Wash.	13	368,302	22	9
TOTALS		23,595,415		289

* Figures taken from Rand McNally Atlas of the United States 1946.

\# San Francisco and Oakland counted as one city.

TABLE 3. LIST OF CITIES BY OVER SEVENTY THOUSAND RESIDENTS, [illegible]

AREA & CITY	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
	[illegible]	[illegible]	[illegible]	[illegible]
[illegible] & [illegible]				
[illegible]				
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible] [illegible]				
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible] [illegible]				
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
[illegible], [illegible]	[illegible]	[illegible]	[illegible]	[illegible]
TOTALS		[illegible]		[illegible]

* [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible].

† [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible].

APPENDIX III

c/o PROFESSOR OF NAVAL SCIENCE
OHIO STATE UNIVERSITY
COLUMBUS 10, OHIO

Dear Sir:

I am a commissioned officer in the U. S. Navy currently assigned as a post graduate student in the Personnel Administration and Training course at Ohio State University. I have selected a thesis subject pertaining to civil readjustment education and civilian employment opportunities for retiring naval officers, about which I am seeking information.

There are three categories of retiring naval officers being considered, namely:

1. Officers retiring with 30 years service at an average age of approximately 55 years.
2. Officers retiring voluntarily with 20 years service at an average age of approximately 45 years.
3. Officers selected out with less than 18 years service at ages ranging approximately from 28 to 40.

I am interested in determining what can be done to assist retiring naval officers so that they can best help themselves readjust to civilian life. I am also interested in what job resume data on training, capabilities, and experience would be most useful when seeking employment through civilian employment agencies.

I would greatly appreciate any material such as application forms, life abstract forms, job resume forms, counselor-applicant contract interview forms and any other related data.

It is not desired to add to your administrative burden, therefore only datum which is readily available in printed or mimeograph form is requested; however, any additional advice or comment you might wish to make is solicited.

The questions in the enclosed questionnaire are given as a guide and it is hoped that you will write as much or as little as you please about them.

d/i professor of civil science
texas state university
austin 12, texas

Dear Sir:

I am a sophomore civil engineer in the B. S. Tex. university assigned as a year project student in the research in-stitution. Our faculty advisor at this Texas University, I have selected a study matrix pertaining to civil re-sources, economic education and civilian employment opportuni-ties for military moral activity, about which I am sending information.

There are three components of military moral activity which consider:

1. Military training with 20 years service or service age of approximately 45 years.
2. Military training subsequently with 20 years service or an average age of approximately 45 years.
3. Military training not with less than 20 years service or less having approximately from 20 to 30.

I am interested in determining what can be done to assist military moral activity as they step out into civil life. I am also interested in what job opportunities are available, availability and requirements which matrix useful with economic employment through civilian employment agencies.

I would appreciate anything any members can do in civilian-ization forms, life insurance forms, job trends in civ. econo-mic-employment opportunities information from you and any other related data.

It is not feasible to ask it is very questionable matrix, therefore any items which it would appreciate if available or pertinent or information from in correspondence however, any additional advice or comment you might give to make it satisfactory.

The questions in my original questionnaire are since as a guide and it is hoped that the civil matrix is made as a little as can under circumstances.

I would appreciate your immediate response to this questionnaire. A self-addressed envelope is enclosed for your convenience. Please understand that your name will not be mentioned in any way or in any connection with this thesis.

May I expect the return of the completed questionnaire at your earliest convenience?

Very truly yours,

R. B. Bretland, Cdr. USN
c/o NROTC Unit
Ohio State University
Columbus 10, Ohio

I would appreciate your continued response to this survey. Enclosed, a self-addressed envelope is included for your convenience. Please remember that your name will not be required in any way on it or any accompanying data sheets.

May I wish the best of our organized participants as your analysis continues?

Very truly yours,

R. E. Bowling, Jr., Ed.D.
Air Force Base
Data Item Repository
Dayton 20, Ohio

PLEASE RETURN TO CDR. R. B. BRUTLAND, USN
c/o NROTC UNIT O.S.U. COLUMBUS 10, OHIO

THESIS QUESTIONNAIRE

1. Approximately how many retired or former naval officers have been placed in employment by your company in the last 15 years? (circle one) 0, 5, 10, 20, 25, 50, ___

2. What are the primary difficulties encountered in placing retired naval officers? (list as many as possible)

3. Considering the average retiring naval officer, how would he be looked upon as a client for employment? (circle one)
   a. A very desirable client with excellent employment potentialities.
   b. A better than average client with above average employment potentialities.
   c. An average client with average employment potentialities.
   d. An acceptable client with below average employment potentialities.
   e. Would prefer not to have them as clients.

4. What naval specialties present the least problem in job placement? (number in order of favorability)
   ___Gunnery ___Communications
   ___Navigation ___Engineering
   ___Electronics ___Personnel Administration

5. In what jobs do you consider general line officers to be most apt to find employment? (list as many as possible)

6. Above what age would you consider it impractical for retiring naval officers to attempt to find employment? (circle one) 40, 45, 50, 55, 60, ___

7. How do you view the opportunities for employment of the following age groups? (in each age group, circle one)
   30 to 35; Excellent Good Fair Poor Bad
   35 to 40; Excellent Good Fair Poor Bad
   40 to 45; Excellent Good Fair Poor Bad
   45 to 50; Excellent Good Fair Poor Bad
   50 to 55; Excellent Good Fair Poor Bad

PLEASE RETURN TO RM. A, 4F BUILDING, ONE
W.T. STREET S.E.T.S.A., ATTENTION Dr. Gale.

TEACHER QUESTIONNAIRE

1. Approximately how many residual or former naval officers have been placed in employment by your company in the last 12 months? (Circle one) 0, 1, 10, 20, 30, ____

2. What are the primary difficulties encountered in placing former naval officers? (List as many as possible)

3. Considering the average civilian naval officer, how would he be ranked upon as a candidate for employment? (Circle one)
   a. A very desirable client who exercises no-nonsense personalities.
   b. A better than average client with some average employment personalities.
   c. An average client with average employment personalities.
   d. An acceptable client with below average employment personalities.
   e. Would prefer not to have them as clients.

4. What naval specialities provide the most profit to the company? (Number in order of desirability)
   ____ Engineering ____ Communications
   ____ Pilots ____ Gunnery
   ____ Electronics ____ Navigation
   ____ Supply ____ Personnel Administration

5. If this job is the counselor receives also civilians do he work for in the employment field as well as naval officers?

6. Know what are using the schedule is important for placing naval officers to attempt to find suitable. (Circle one) 0, 5, 10, 20, ____

7. How do you rate the operation of the employment of the officers you interest in each one, circle one)
   10 or 20% Dissatisfied Most Fair Very Good
   20 or 40% Dissatisfied Some Fair Very Good
   30 or 60% Dissatisfied Some Fair Very Good
   40 or 80% Dissatisfied Some Fair Very Good
   50 or 100% Dissatisfied Some Fair Very Good

8. Some employers have had particular objections to retired naval personnel as employees. Number the following list in the order of most frequently noted objections, crossing out those that have not been noted, and adding any not included.

___Overbearing ___Bruskness
___Lack of Initiative ___Superior Attitude
___Commanding Attitude ___Unwillingness to Accept Prestige Decrease

9. To what degree, if any, do employers have objections to hiring retired naval officers? (mark one)
   a. Strongly Against
   b. Prefer Not Employing
   c. No Particular Objection

10. What attributes do you consider retired naval officers possess that might make them desirable employees? (list as many as possible)

11. In a career resumé, what facts or points do you consider most important in interviewing for employment? (list in order of importance)

12. What are the important factors of presentation of resume data to the employer? (list in order of importance)

13. If retired naval officers, drawing a pension, approached the employment problem with a willingness to work for a lower amount than normally paid, would this improve their employment possibilities? (circle one)
   a. Greatly Improve
   b. Very Favorable Improvement
   c. Slight Improvement
   d. No Improvement
   e. Would Reduce Possibilities

14. Do you have any particular advice for retiring naval officers seeking employment as to conduct, attitude, approach, etc.? (comment)

15. What is the geographic scope of your service? (circle one or fill in blank)
   a. City of business address only
   b. State of business address only
   c. The entire United States
   d. Worldwide
   e. _____

16. Approximately how many offices are necessary to maintain the service indicated in question #15?

_____

17. Approximately how many applicants can your present organization process per month?

18. Approximately how many employees would be considered necessary to efficiently operate an employment service office in a city of a million population?

_____

19. Any additional comment that you consider pertinent and care to add will be appreciated.

TABLE VI LIST OF CITIES TO WHICH EMPLOYMENT AGENCY QUESTIONNAIRES WERE SENT

AREA & CITY	NAVAL DISTRICT	POP. 1940 CENSUS*	SIZE RANK U.S. CITIES*	EMPLOYMENT AGENCIES RECEIVING NUMBER PER CITY
ATLANTIC & GULF COAST				
Boston, Mass.	1	770,816	9	13
New York, N.Y.	3	7,454,995	1	19
Philadelphia, Pa.	4	1,931,334	3	18
Baltimore, Md.	5	859,100	7	11
Jacksonville, Fla.	6	173,065	47	5
Miami, Fla.	6	172,172	48	10
New Orleans, La.	8	494,537	15	9
INLAND CITIES				
Pittsburgh, Pa.	4	671,569	10	10
Cleveland, Ohio	9	873,336	6	15
Detroit, Mich.	9	1,623,452	4	13
Chicago, Ill.	9	3,396,808	2	30
St. Louis, Mo.	9	816,048	8	15
Denver, Colo.	9	322,412	24	10
Louisville, Ky.	9	319,077	25	4
Atlanta, Ga.	6	302,288	28	8
Dallas, Texas	8	294,734	31	13
PACIFIC COAST				
Los Angeles, Cal.	11	1,504,277	5	25
San Francisco, Cal.	12	634,536	12	14
Oakland, Cal.#	12	302,163	29	12
Portland, Ore.	13	305,394	27	9
Seattle, Wash.	13	368,302	22	15
TOTALS		23,595,415		278

* Figures taken from Rand McNally Atlas of the United States 1946

\# San Francisco and Oakland counted as one city.

TABLE 41. LIST OF CITIES IN WHICH SUBSIDIARY BANKS OPERATE, CONSOLIDATED FOR 1967

Area & City	Banks Operating	Net Income* (000's)	Net Income per Branch (000's)	Subsidiary Income Expressed as % of Net Income
ATLANTIC & GULF COAST				
Boston, Mass.	1	[illegible]	8	12
New York, N.Y.	2	7,[illegible],[illegible]	1	12
Philadelphia, Pa.	2	4,[illegible],[illegible]	2	12
Baltimore, Md.	2	[illegible],[illegible]	7	12
Jacksonville, Fla.	2	[illegible],[illegible]	47	2
Miami, Fla.	2	[illegible],[illegible]	26	12
New Orleans, La.	2	[illegible],[illegible]	12	6
INLAND CENTER				
Pittsburgh, Pa.	4	[illegible],[illegible]	12	12
Cleveland, Ohio	2	[illegible],[illegible]	1	12
Detroit, Mich.	2	1,[illegible],[illegible]	1	12
Chicago, Ill.	2	[illegible],[illegible]	1	12
St. Louis, Mo.	2	[illegible],[illegible]	4	12
Denver, Colo.	2	[illegible],[illegible]	12	12
Louisville, Ky.	2	[illegible],[illegible]	26	12
Atlanta, Ga.	2	[illegible],[illegible]	22	6
Dallas, Texas	2	[illegible],[illegible]	1	12
PACIFIC COAST				
San Francisco, Cal.	12	1,[illegible],[illegible]	2	12
Los Angeles, Cal.	12	[illegible],[illegible]	12	12
Portland, Cal.	12	[illegible],[illegible]	22	12
Portland, Ore.	12	[illegible],[illegible]	17	6
Seattle, Wash.	12	[illegible],[illegible]	22	12
TOTALS		[illegible],[illegible]		[illegible]

* Figures given for net income are consolidated income of the United States Trust Company.

† Net Profitability not available separately in Ohio City.

APPENDIX IV

TABLE VII PERCENTAGES OF 104 CIVILIAN EMPLOYER VIEWS ON AGE GROUPS CONSIDERED MOST DESIRABLE WHEN HIRING EXECUTIVES OR SUPERVISORY EMPLOYEES

AGE GROUP	CIVILIAN EMPLOYERS MENTIONING, PER CENT
20 to 25	2
25 to 30	10
30 to 35	28
35 to 40	24
40 to 45	14
45 to 50	3
Age Not Considered a Factor	15
No Response	4

TABLE VIII PERCENTAGES OF 104 CIVILIAN EMPLOYERS INDICATING AGE GROUP ABOVE WHICH HIRING OF EXECUTIVES OR SUPERVISORY EMPLOYEES IS CONSIDERED UNDESIRABLE

AGE GROUP	CIVILIAN EMPLOYERS MENTIONING, PER CENT
35 to 40	1
40 to 45	4
45 to 50	23
50 to 55	36
Age Not Considered a Factor	22
No Response	14

TABLE XIII. DISTRIBUTION OF THE CATHOLIC RESPONDENTS BY AGE GROUPS AND PERCENTAGE OF THEIR CLOSEST FRIENDS WHO ARE CATHOLICS

Age Group	Percent Catholic Friends
20 to 24	0
25 to 29	10
30 to 34	20
35 to 39	24
40 to 44	24
45 to 49	3
50 Yrs. Considerably + Younger	12
50 Younger	4

TABLE XIII. DISTRIBUTION OF THE CATHOLIC RESPONDENTS BY AGE GROUPS AND PERCENTAGE OF THEIR CLOSEST FRIENDS WHO ARE PROTESTANTS

Age Group	Percent Protestant Friends
20 to 24	7
25 to 29	4
30 to 34	24
35 to 39	20
40 Yrs. Considerably + Younger	28
50 Younger	12

TABLE IX PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN RETIRING NAVAL OFFICERS AS A POSSIBLE EMPLOYEE SOURCE

DEGREE OF CONSIDERATION	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Frequently Considered	14
Infrequently Considered	19
Seldom Considered	31
Never Considered	32
No Response	4

TABLE X PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN RECEIVING EXPERIENCE RESUMES OF RETIRING NAVAL OFFICERS

DEGREE OF INTEREST	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Very Interested	8
Moderately Interested	19
Passing Interest	28
Not Interested	40
No Response	5

TABLE XI. PERCENTAGES OF 77 ADULTS NOTICING LISTENING BEHAVIOR OF STUDENTS IN SECONDARY SCHOOL CLASSROOMS AS A TOPICAL CHANGE OCCURS

CHANGES IN CONDITIONING	STUDENTS NOTICING, IN PERCENTS
Extremely Conditioning	34
Moderately Conditioning	16
Slight Conditioning	32
Never Conditioning	18
No Response	0

TABLE XI PERCENTAGES OF 80 CIVILIAN EMPLOYERS ASSIGNING DEGREES OF INTEREST IN SPECIFIC NAVAL RECORD INFORMATION IN EXPERIENCE RESUMES

INFORMATION SPECIFIED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
A Complete Resumé of the Officer's Record with a Statement from the Navy as to Why He Was Not Promoted	32
Complete Resumé of Duties Performed Only	19
Honorable Service Document Only.	13
Not Interested in Reasons for Failure of Promotion, Prefer Making Own Predictions as to Potentialities.	21
Would not Consider Hiring Personnel Having Failed Promotion in Service	3
No Response.	12

TABLE XII EMPLOYMENT APPLICATION INFORMATION REQUESTED BY CIVILIAN EMPLOYERS

PERSONAL INFORMATION

Name - First, Middle, Last - Maiden (if married female)
Phone Number - Own or Neighbors, Soc. Sec. Number
Address - Present and Last Two, Street No., City, State, How Long at Each
Notify in Case of Accident - Name, Address, Phone, Relationship
Own Home - Paying on Home, Rent, Board, Live with Parents, Live with Relatives
Birthplace - City, State and Country - Natural Born, Naturalized or Alien
National Descent, Birth Date (can proof be furnished), Church Affiliation
Age, Sex, Color, Weight, Height, Color of Eyes, Color Hair
Dependents - Total Children and Age of Each, Total Other Legal Dependents
Married, Single, Divorced, Widowed, Separated - Wife or Husband Employed - By Whom
Savings Account - What Bank, Life Insurance - How Much
Military Service, Dates and Branch of Service, Date of Discharge, Type, Present Member of Reserves, State Guard or Other Active Military Organization
Arrests - Jail, Prison or Military Court Sentences, Dates and Places
Hobbies, Sports, and Reading Interests, Memberships in Clubs, Lodges or Organizations

HEALTH

Physical Defects and Present Health Condition - (Good, Average, Poor)
Days Lost in Last Year Due to Illness, Physician's Name, Nature of Illness
Had Tuberculosis, Had Rheumatism, Ruptured, Epileptic, Heart Conditions
Ever Been Refused Life Insurance - Why
Require Glasses, All the Time, Work Only, Read Only
Receiving Pension or Compensation for any Disability (military or work)

EDUCATION

Schools Attended - Grade, High, College and Others
Name and Location, Year Finished, Major Subjects, Graduated
Correspondence and Special Courses, Trade, Business or Night School Completed
Apprenticeship - Company, Craft Learned, Total Years, Machines - Speed or Skill

WORK EXPERIENCE

Position Applied For, Second Choice, Least Salary Acceptable
Objection to Night Work, Day Work, How Soon Available
If Now Employed - Reason for Change, May We Contact Present Employer
Past Employment with This Company, When, Where, What Capacity, Reason for Leaving
Last Four Employers - Names, Locations, Dates Started and Dates Quit, Positions Held, Salary Received, Reasons for Leaving each Position
Space for Additional Work or Skill Information

REFERENCES

Friends or Relatives Working for this Company (two)
References - Not Relatives, Not Past Employers (three)
Names, Addresses, Occupation, Phone Number of Each, Person or Service Who sent You to this Company

STATEMENT FOR ACCEPTING EMPLOYMENT

Agree to Physical Examination, Company Rules, Group Insurance, etc.
False statement or omission cause for discharge (affirm statements are correct)
Applicant Signature (in full), Date

[illegible]

[illegible] - [illegible], [illegible], [illegible] and [illegible]
[illegible] and [illegible], [illegible] [illegible], [illegible],
[illegible]
[illegible] [illegible] [illegible], [illegible], [illegible]
[illegible] [illegible] [illegible]
[illegible] - [illegible], [illegible] [illegible], [illegible] [illegible],
[illegible] - [illegible] [illegible]

[illegible] [illegible]

[illegible] [illegible] [illegible], [illegible] [illegible], [illegible] [illegible]
[illegible]
[illegible] [illegible] [illegible], [illegible] [illegible], [illegible] [illegible]
[illegible] [illegible] - [illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible], [illegible], [illegible]
[illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] - [illegible], [illegible], [illegible] [illegible]
[illegible] [illegible], [illegible] [illegible], [illegible] [illegible],
[illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

[illegible]

[illegible] [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]
[illegible] - [illegible] [illegible], [illegible] [illegible] [illegible] [illegible]
[illegible], [illegible], [illegible], [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

[illegible] [illegible] [illegible] [illegible]

[illegible] [illegible] [illegible], [illegible] [illegible], [illegible]
[illegible], [illegible].
[illegible] [illegible] [illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible]
[illegible] [illegible] [illegible] [illegible], [illegible]

TABLE XIII PERCENTAGES OF 77 CIVILIAN EMPLOYERS RECOMMENDING THE MOST DESIRABLE RETIREMENT AGE

AGE RECOMMENDED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
60	7
65	75
70	4
No Limit	14

TABLE XIV PERCENTAGES OF 77 CIVILIAN EMPLOYERS' VIEWS ON RETIREMENT POLICY

RETIREMENT POLICY INDICATED	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Mandatory at a Fixed Age	33
Optional with the Employee as Long as he Maintains Production Standards	34
Flexibility in Retirement Age Requirements to Facilitate Advancements.	21
No Age Limitations.	2
No Response	10

TABLE [illegible] PERCENTAGES OF [illegible] SCHOOLS [illegible] BY
REASONS FOR NOT INSTALLING [illegible] AND

NO [illegible]	[illegible] SCHOOLS, [illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

TABLE [illegible] PERCENTAGES OF [illegible] SCHOOLS [illegible]
OF [illegible] POLICY

[illegible] POLICY CONSIDERED	[illegible] SCHOOLS, [illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

TABLE XV PERCENTAGES OF 77 CIVILIAN EMPLOYERS ASSIGNING A MANDATORY RETIREMENT AGE

MANDATORY RETIREMENT AGE	CIVILIAN EMPLOYERS MENTIONING, PER CENT
60	3
65	43
70	26
No Limit	28

TABLE XVI PERCENTAGES OF 101 CIVILIAN EMPLOYERS INDICATING RESPONSIBILITY IN CONNECTION WITH RETIREMENT READJUSTMENT EDUCATION OF CIVILIAN EMPLOYEES

READJUSTMENT EDUCATION RESPONSIBILITY	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Entirely the Responsibility of the Company	3
Company Should Accept the Majority of the Responsibility	3
Approximately 50-50 Responsibility.	12
Responsibility not Officially Assumed, but Small Voluntary Program Exists.	20
Entirely Employees' Responsibility (except for retirement pension)	50
Company Indicated No Retirement Program . . .	5
No Response	7

TABLE 27. PERCENTAGE OF 27 SCHOOLS REPORTING ACTIVITIES A MEMBERSHIP WITHIN 30 DAYS

MEMBERSHIP REPORTED IN:	SCHOOLS REPORTING ACTIVITIES, PER CENT
80	2
60	19
70	59
80 AND	20

TABLE 28. PERCENTAGE OF 30 SCHOOLS REPORTING WITH WITHIN PRECEDING 6 MONTHS AND WITHIN 30 DAYS PRECEDING REPORTING

REPORTING SCHOOLS REPORTING:	SCHOOLS REPORTING ACTIVITIES, PER CENT
Reports the responsibility of the Council	2
Council Secretary keeps the minutes of the meetings	2
Attendance 50-60 Membership	20
Responsibility for activities assumed by Youth Volunteer Council Leaders	20
Social, Civic and Recreational Leadership Demand for Volunteer Council	20
Program Suggestions by Individual Members	2
No response	7

TABLE XVII PERCENTAGES OF 78 CIVILIAN EMPLOYERS INDICATING INTEREST IN RETIRING NAVAL OFFICERS AS EMPLOYEES BASED ON WILLINGNESS TO ACCEPT LOWER PAY

DEGREE OF INTEREST	CIVILIAN EMPLOYERS MENTIONING, PER CENT
Very Much More Interested	4
More Interested	5
Moderately More Interested.	9
Slightly More Interested.	7
No Additional Interest.	63
No Response	12

APPENDIX V

TABLE XVIII PERCENTAGES OF 69 PRIVATE EMPLOYMENT AGENCIES' PLACEMENTS OF FORMER NAVAL OFFICERS

NUMBER OF PLACEMENTS	AGENCIES MAKING PLACEMENTS, PER CENT
No Response	13
0	36
1	3
2	1
3	3
4	0
5	22
10	10
15	1
20	3
25	3
50	5

[illegible] PERCENTAGE OF [illegible] STATES [illegible] [illegible] [illegible] [illegible] [illegible] [illegible]

[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

TABLE XIX PERCENTAGES OF 69 PRIVATE EMPLOYMENT AGENCIES' VIEWS TOWARD RETIRED NAVAL OFFICERS AS CLIENTS AND EMPLOYMENT POTENTIALITIES

CLIENT POTENTIALITY CONSIDERATION	PLACEMENT AGENCIES MENTIONING, PER CENT
A Very Desirable Client with Excellent Employment Potentialities	6
A Better than Average Client with Above Average Employment Potentialities	20
An Average Client with Average Employment Potentialities	23
An Acceptable Client with Below Average Employment Potentialities	46
Would Prefer Not to Have them as Clients	1
No Response	4

TABLE XIX. CONTINUED: [illegible]

[illegible]	[illegible]
A [illegible]	[illegible]
A [illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]
[illegible]	[illegible]

TABLE XX PERCENTAGES OF 69 EMPLOYMENT AGENCY RATINGS IN THE ORDER OF FAVORABILITY OF SIX NAVAL OFFICER EXPERIENCE FIELDS AS RELATED TO EASE OF JOB PLACEMENT

PARTICULAR NAVAL TRAINING	FAVORABILITY RATING AS RELATED TO EASE OF PLACEMENT -- EMPLOYMENT AGENCIES MENTIONING, PER CENT					
	1st.	2nd.	3rd.	4th.	5th.	6th.
Gunnery	0	0	0	3	13	84
Navigation	9	0	2	17	77	6
Electronics	22	32	43	11	0	0
Communications	0	10	36	46	6	0
Engineering	63	29	5	0	0	0
Personnel Administration	15	29	14	23	4	10

TABLE XXI PERCENTAGES OF 69 EMPLOYMENT AGENCIES INDICATING AN AGE ABOVE WHICH SEEKING EMPLOYMENT IS CONSIDERED IMPRACTICAL

AGE INDICATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
40	10
45	22
50	30
55	29
60	9

TABLE 21 INCIDENCE OF AN ANXIETY AMONG LEARNERS IN THE FIELD OF TEACHING-LEARNING IN THE AREA OF SECONDARY SCHOOLS PAGE 24 PRIMARY TO ELEVEN OF THE ELEMENT

PARTICIPANT WITH TEACHING	EXPERIMENTALLY FEELING IN CLASSES IN TIME OF THE SAME ANXIETY AN ANXIETY THE TEACHER SECONDARY,					
	LIKE.	DON.	DON.	ABO.	DON.	DEA.
Economy	0	0	0	0	12	44
Environment	0	0	0	17	77	0
Civilization	20	32	41	12	0	0
Communications	0	0	00	44	0	0
Multicultural	00	24	0	0	0	0
Personnel in Education	0	24	12	20	4	10

TABLE XXI INCIDENCE OF AN ANXIETY AMONG LEARNERS IN THE FIELD OF TEACHING-LEARNING SECONDARY IN THE AREA OF SCHOOLS PAGE 24 PRIMARY TO ELEVEN OF THE ELEMENT.

ARE INCLUDED	SECONDARY AMONG LEARNERS PARTICIPANTS, AND ANXIETY
40	12
28	00
20	20
00	00
00	0

TABLE XXII PERCENTAGES OF 69 EMPLOYMENT AGENCIES' VIEWS AS TO THE EMPLOYMENT POSSIBILITIES IN RELATION TO THE AGE OF THE APPLICANT

EMPLOYMENT POSSIBILITY CONSIDERATION	AGE GROUPS OF APPLICANT, EMPLOYMENT AGENCIES MENTIONING, PER CENT				
	30-35	35-40	40-45	45-50	50-55
Excellent	45	20	5	0	0
Good	47	52	27	5	0
Fair	8	27	48	39	13
Poor	0	1	18	40	39
Bad	0	0	2	16	48

TABLE XXIII PERCENTAGES OF 69 EMPLOYMENT AGENCIES' RATINGS IN THE ORDER MOST FREQUENTLY NOTED OF OBJECTIONS TO RETIRED NAVAL OFFICERS

OBJECTION	ORDER OF OBJECTIONS, EMPLOYMENT AGENCIES MENTIONING, PER CENT					
	1st.	2nd.	3rd.	4th.	5th.	6th.
Overbearing	12	17	20	17	9	5
Lack of Initiative	16	0	12	10	13	43
Commanding Attitude	16	28	15	10	9	21
Bruskness	7	7	31	36	25	5
Superior Attitude	15	25	17	17	19	5
Unwillingness to Accept Prestige Decrease	34	23	5	10	27	21

TABLE XXIV PERCENTAGES OF 69 EMPLOYMENT AGENCIES' VIEWS PERTAINING TO EMPLOYERS' OBJECTIONS TO HIRING RETIRED NAVAL OFFICERS

DEGREE OF OBJECTION	EMPLOYMENT AGENCIES MENTIONING, PER CENT
Strongly Against	0
Prefer Not Employing	35
No Particular Objection	60
No Response	5

TABLE XXV PERCENTAGES OF 69 EMPLOYMENT AGENCIES' OPINIONS ON THE IMPROVEMENT OF EMPLOYMENT POSSIBILITIES FOR RETIRING NAVAL OFFICERS WHO OFFER TO WORK FOR LOWER PAY

DEGREE OF IMPROVEMENT	EMPLOYMENT AGENCIES MENTIONING, PER CENT
Greatly Improve	16
Very Favorably Improve	27
Slight Improvement	27
No Improvement	22
Would Reduce Employment Possibilities	8

TABLE XIV DISTRIBUTION OF 69 ELEMENTARY LANGUAGE ARTS TEACHERS BY CONSTRUCTS REPORTED CAUSES FOR GIVING REVISED WORK BACK TO PUPILS

CAUSES OF GIVING BACK	ELEMENTARY LANGUAGE ARTS TEACHERS, PER CENT
Generally unclear	0
Prefer not finishing	24
No particular reason	57
No response	6
[illegible]	[illegible]

TABLE XV DISTRIBUTION OF 69 ELEMENTARY LANGUAGE ARTS TEACHERS BY THE TECHNIQUES OF REVISING WORK ACCORDING TO THE PUPILS WHO GIVE WORK BACK TO THEM FOR REVISING

TECHNIQUE OF REVISING	ELEMENTARY LANGUAGE ARTS TEACHERS, PER CENT
Generally Improve	12
Very Personally Improve	27
Slightly Improvement	47
No Improvement	20
Would Prefer Rewriting Pupils Letter	6
[illegible]	[illegible]

TABLE XXVI JOB TYPES SUGGESTED BY CIVILIAN EMPLOYERS AND EMPLOYMENT AGENCIES IN WHICH RETIRING NAVAL OFFICERS MIGHT BE MOST APT TO FIND EMPLOYMENT

JOB TYPE	EMPLOYMENT AGENCIES MENTIONING, FREQUENCY	CIVILIAN EMPLOYERS MENTIONING, FREQUENCY
Clerical Administration	25	18
Plant Supervision	20	5
Selling on a Commission	19	6
Engineering	16	25
Personnel Administration	14	14
Sales Engineering	13	1
Own Business	8	0
Personnel Representative	8	0
Production Control	7	7
Bank Security Officer	6	0
Electronics	5	3
Public Relations	4	4
Teaching	4	2
Confidential Bank Messenger	3	0
State or City Civil Service	2	0
Inspector	2	2
Investments	2	0
Naval Architect	2	3
Purchasing Agent	2	3
Communications Supervisor	1	0
Hotel Manager	1	0
Marine Equipment Sales	1	0
Navigator	1	4
Statistician	1	0
Dock Superintendent	0	8
Harbor Pilot	0	3
Maintenance Superintendent	0	2
Safety Director	0	2
Transportation Superintendent	0	2
Advertising	0	1

TABLE XXIX. NEW YORK STANDARDS OF ATTAINT EXPECTATIONS AND BEHAVIORAL INDICES IN THE FIRST GRADE BY SEX AND RACE. SUMMARY DATA: CHI SQUARE AND DF FOR THE SIGNIFICANT BEHAVIORAL INDICES.

FOR THE BEHAVIORAL INDICES, CHI SQUARE AND DF FOR THE SIGNIFICANT BEHAVIORAL INDICES, BY SEX AND RACE, ATTAINT EXPECTATIONS, TOGETHER		
Attends class-		
Location	20	18
Peer Interaction	20	5
Talks to a peer		
Attends	18	1
Behavior	18	84
Participate class-		
Location	18	18
Peer Interaction	18	1
Can Initiate	5	5
Frequent interaction		
Peer	5	5
Problem Solved	1	7
Has Security Attach	1	1
Cooperative	1	1
Music Training	1	4
Teaching	4	3
Continuing Ed		
Encourage	4	1
Peer or Sib Stay		
Service	7	5
Language	5	5
Interest	5	5
Fast Learner	5	1
Training Time	5	1
Encouraging		
Service	1	5
Sent Teacher	1	1
Helps Supervisor		
Peer	1	5
Behavior	1	4
Available	1	1
Has Specialist	1	4
Enough Time	1	1
Encouraging Super-		
Location	5	6
Peer Interaction	5	5
Encouraging		
Teacher Behavior	1	3
Interesting	1	1

TABLE XXVII PERCENTAGES OF 69 EMPLOYMENT AGENCIES SIGNIFYING THE GEOGRAPHIC SCOPE OF THEIR SERVICE

GEOGRAPHIC SCOPE INDICATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
City of Business Address Only	20
State of Business Address Only	28
State of Business Address and Bordering States	8
The Entire United States	30
Worldwide	14

TABLE XXVIII PERCENTAGES OF 69 EMPLOYMENT AGENCIES OPERATING ONE OR MORE AGENCY OFFICES

NUMBER OF OFFICES OPERATED	EMPLOYMENT AGENCIES MENTIONING, PER CENT
1	69
2	4
3	6
4	8
5	1
10	1
20	1
45	3
No Response	7

TABLE XVIII. PROBABILITY OF AN INDEPENDENT SAMPLING INCLUDING THE ATTRIBUTE STATE OF BODY SIZE

PROBABILITY BODY SIZE STATE	INDEPENDENT SAMPLING PROBABILITY, PER CENT
Size of Smallest Larvae Only	80
Range of Smallest Larvae Only	20
Range of Smallest Larvae and Intermediate Larvae	0
The Entire Larval Range	80
Pupation	14

TABLE XVIII. PROBABILITY OF AN INDEPENDENT SAMPLING INCLUDING BODY SIZE STATE

NUMBER OF DAYSTAGE STATES	INDEPENDENT SAMPLING PROBABILITY, PER CENT
1	80
2	4
3	4
4	8
5	7
10	1
20	1
40	0
To Pupation	1

TABLE XXIX PERCENTAGES OF 69 EMPLOYMENT AGENCIES INDICATING MONTHLY CAPACITY FOR PROCESSING JOB APPLICANTS

CAPACITY FOR PROCESSING NUMBER PER MONTH	EMPLOYMENT AGENCIES MENTIONING, PER CENT
100	8
200	8
300	10
400	9
500	19
1000	26
1500	1
2000	10
25,000*	1
No Response	8

* Agency offering world wide service with one hundred employees and forty-five branch offices.

TABLE 6.6A. PROPORTIONS OF 18 PRIMARY SCHOOLS REPORTING DAMAGE BY TYPE OF DAMAGE AND THE PROPORTION OF THE ATTENDANCE

PROPORTION OF THE ATTENDANCE REPORTING DAMAGE BY SCHOOL	SCHOOLS REPORTING DAMAGE, PER CENT
100	6
200	6
300	10
400	4
500	10
1000	24
1500	2
2000	10
2,000*	2
Ta Ngoong	6

* Among attendees during this year, service girls and the children employees are four-time school attendees.

TABLE XXX PERCENTAGES OF 69 EMPLOYMENT AGENCIES' ESTIMATED NUMBER OF EMPLOYEES NECESSARY TO OPERATE ONE EMPLOYMENT OFFICE

NUMBER OF EMPLOYEES	EMPLOYMENT AGENCIES INDICATING, PER CENT
2	1
3	3
4	3
5	21
6	16
7	3
8	1
9	1
10	13
11	1
15	5
18	5
No Response*	23

* Majority of this group of agencies signified this information as too confidential to disclose.

TABLE XXX. FREQUENCIES OF 12 INFORMANT RESPONSES REGARDING THE SUITABILITY OF NEW ACTIVE TECHNIQUES TO YOUNG AND MIDDLE-AGED ADULTS

NUMBER OF RESPONSES *	INFORMANT RESPONSES REGARDING, FOR YOUNG ADULTS
0	1
0	0
0	0
0	12
0	12
0	0
0	0
0	0
12	12
12	0
12	0
12	0
TOTAL	25

* Numbers of 12 indicate that all informants gave responses in the indicated direction.

APPENDIX VI

AN EXAMPLE OF AN EMPLOYMENT AGENCY APPLICATION FORM

File_____

Date_____

THE

LIFE ABSTRACT

OF

Name:

Street Address:

City and State:

Telephone: Zone:

All information given herein will be held in the strictest confidence. Your name will be withheld from the prospective employer until the final negotiation; unless specified otherwise by you.

BLANK and COMPANY
2000 West Main
Melrose 1234
Cleveland, Ohio

(1)

IN REPLY TO AN EMPLOYMENT AGENCY APPLICATION FORM

DATE _____

NAME _____

SEX

LIST ADDRESS

OF

NAME:

STREET ADDRESS:

CITY AND STATE:

TELEPHONE: DATE:

ALL INFORMATION GIVEN BELOW WILL BE HELD TO THE STRICTEST CONFIDENCE. THOSE WHO WILL BE ATTENDING TIME ON WORKSHOPS MEANWHILE MEET THE FIRST NEGOTIATIONS MEANS APPLICATION REQUIRED BY YOU.

File_____

BLANK AND COMPANY
2000 West Main

PERSONAL:

Birthplace:

Date of Birth: (month, day & year)

Ancestry of Father:

Birthplace of Father:

Note: (The term "American" is ambiguous-please show actual lineage)

Height: Weight: Marital Status: Dependents:

Physical condition or defects:

Own your own home?

Automobile: Make: Model: Year:

Foreign Languages: Indicate proficiency by placing the proper symbol in columns - (E-Excellent, F-Fair, P-Poor)

Language	Speak	Read	Write

Hobbies:

Affiliations: (Lodges, Clubs, Associations)

Religion:

How much life insurance do you carry?

Name each institution with whom you have banking connections:

File_____

BLANK AND COMPANY
2000 West Main

What position do you desire?

What positions are you qualified to fill?

Compensation desired? Minimum accepted?

When will you be available?

Geographical location preferred?

EDUCATION

Name of High School attended?

Years attended:

Name of College (s) or University and years attended:

Degrees:

Major and Minor subjects:

Special Training:

Remarks:

Please list names and addresses of five (5) personal references who have known you at least three (3) years. (Please do not list former employers):

Please list names and addresses of (5) five business references other than former employers:

Site_____

MUSIC ATT CONTEST
GOOD YEAR TRIP

What musicians do you contact

What instruments are you qualified to play

Correspondence Address: _____ Mailing Address:

When will you be available?

Preferred Lodging Preferred?

BIOGRAPHY

Name of Lead Singer or Manager?

Years attended?

Name of College (s) or University and years attended?

Degrees?

Major and Minor Subjects?

Marital Status?

Hometown?

Please list songs you performed in (20) (21) Pageant Performances and have been during the last seven (7) years. (Please do not list Talent Medley's)

Please list songs you performed in (21) Miss Georgia Performances which been during the last seven (7) years.

File_____

BLANK AND COMPANY
2000 West Main

SUMMARY OF POSITIONS HELD:

Last or present position:

From: To:

Name of Company:

Address of Company:

President of Firm: Your Superior:

Products Manufactured:

In the space below state definitely in detail your duties and functions in each of the positions. Also state definitely how and why relations were severed.

Begin with your first position held with this company and list all positions in sequence.

Title of Position	Dates	No. of Employees Supervised	Salary

File_____

TOOLS FOR DRIVERS
ROAD TEST SHEET

Driver or Applicant Name:

Date of Present Employment:

Phone: Fax:

Name of Company:

Address of Company:

Treasurer or Pres: Phone Number:

Phone Number:

In the space below write down definitely in detail your duties and functions in regard to the machines, also other activities. Do not use abbreviations.

Begin with your first position and work back to date or time and list all positions in sequence.

Title of Position: Dates No. of Employees Salary Supervised

File_____

In the following list indicate those items with which you are familiar, either through knowledge, training, or experience.

Production Methods

Production Procedures

Cost Accounting

Statements and Reports

Factory Organization Charts

Simplification and Standards

Job and Methods Standards

Rate Setting & Job Evaluation

Personnel Methods

Plant Maintenance

Cost Analysis

Product Costs

Credits

Advertising

Contracting

Expediting

Statistics

Drafting

Tool & Die Designing

Electronics

Electrical Equipment

Organic Chemistry

Management

Analytical Ability

Other

Production Standards

Time and Motion Study

Planning and Scheduling

Production and Expense Budgets

Flow, Job and Work Charts

Purchasing

Raw Materials Estimating

Bonus & Wage Incentives

Inventory Control & Stores

Material Handling

Depreciation & Obsolescence

Sales

Collections

Timekeeping & Payroll

Procurement

File _____

In the following list indicate those items with which you are familiar, either through experience, training, or observation.

Production methods	Electronics
Productive processes	Electrical Equipment
Over loading	Public Ownership
Relationship and impacts	Maintenance
Factory Investigation Study	Analytical Utility
Administration and Controls	Other
The Art Museum Education	Producing Economics
Kids Training & The Curriculum	Time and Motion Study
Technical Schools	Planning and Scheduling
Elect Engineering	Information and Improve Methods
Soil Analysis	Time, Job and Work Sample
Weather Trade	Procedures
Crafts	The Marketing Technology
Advertising	Home & Home Economics
Contracting	Home Ref Ability & Issues
Engineering	Statistic Analysis
Analysis	Negotiation & Communication
Selling	Sales
Tool & Die Design-ing	Relations
	Transportation & Travel
	Insurance

Finance

Construction

Machine Designing

Product Designing

Television

Research Procedure

Inorganic Chemistry

Supervision

Creative Ability

Name raw materials and products with which you have had experience, (such as ferrous or non-ferrous metals, plastics, chemicals, etc.)

AN EXAMPLE OF AN EMPLOYMENT AGENCY JOB PLACEMENT CONTRACT

(ORIGINAL)
AGREEMENT

AGREEMENT between John Doe and BLANK and COMPANY, 2000 West Main, Cleveland, Ohio.

IN the event I, the undersigned, accept any position through or in consideration of the services so rendered, directly or indirectly by BLANK and COMPANY, I agree to pay to BLANK and COMPANY, its successors or assigns, the following fees:

1. An amount equal to four per cent (4%) of one year's salary and/or drawing account hereinafter described as income for a position, paying me less than $2,000.00 per year.

2. An amount equal to five per cent (5%) of one year's income for a position paying me $2,000.00 per year or over and less than $4,000.00 per year.

3. An amount equal to seven per cent (7%) of one year's income for a position paying me $4,000.00 per year or over and less than $6,000.00 per year.

4. An amount equal to ten per cent (10%) of one year's income for a position paying me $6,000.00 per year or over and less than $15,000.00 per year.

5. An amount equal to twelve per cent (12%) of one year's income for a position paying $15,000.00 per year or over and less than $25,000.00 per year.

6. An amount equal to fifteen per cent (15%) of one year's income for a position paying me $25,000.00 per year or over.

IT is further agreed that:

1. Should I lose the position through fault of my own or voluntarily leave such position, I agree to pay the entire fee heretofore provided for said position.

2. Should I lose the position for any reason except as hereinabove provided, within thirty (30) days of

date of employment, I agree to pay a fee of an amount equal to twenty-five per cent (25%) of the income received during such period of employment.

I specifically agree that all fees to be paid BLANK and COMPANY for services so rendered, shall be due and payable in full within three (3) days after verbal acceptance of position, unless otherwise provided in writing and secured by promissory note.

IT is understood that such fee is a flat amount and is not contingent upon actual earnings of one year, but is computed upon the compensation agreed upon between applicant and the employer at the time of acceptance of a position and is not subject to change of earnings thereafter, otherwise reduced or increased.

IT is further agreed and understood all fees due BLANK and COMPANY, its successors or assigns, that are not paid within a period of thirty (30) days after acceptance of position, will bear interest at the rate of six per cent (6%) per annum until paid.

I have read, and do so agree to the terms of the agreement.

DATE_____ SIGNED_____ ADDRESS_____

AN EXAMPLE OF AN EMPLOYMENT AGENCY BUSINESS CONTACT LETTER

BLANK and COMPANY
2000 West Main
Cleveland, Ohio

Refer to: File No. 4321
Sales Engineer

A young client of ours--with that seldom found combination of true engineering ability and a sales personality--is interested in selling in the Michigan area.

Two years as development engineer responsible for design, testing, development and research, in connection with automobile gauges, has given him wide practical experience. Increased customer contact on field complaints and new designs has aroused an interest and proved his ability for technical sales.

He had just completed the Ford Company's Student Engineer training when that program was dissolved; his release carried a recommendation for rehire. This training gave him a working knowledge of varied departmental activity: Sales, Advertising, Public Relations, Manufacturing, Engineering and Steel Mills. Written reports were required in each department on methods of increasing efficiency of men and operating techniques.

His education was completed at the University of Michigan where he received a Bachelors Degree in Electrical Engineering; he was then commissioned in the Navy and served three years as a Radio Teletype Officer.

We are confident that this combination of theory, broad industrial training and laboratory experience, well equip him for the sales field. Without obligation we will be happy to forward details of this man's background or arrange a personal interview at your convenience.

Sincerely,

BLANK AND COMPANY

John D. Rowe

Black and Decker
8300 Bent Blvd.
Cleveland, Ohio

Dates for File 14, 1001
Sales Engineer

I trust either of our-selves that sales-force from manufacturer of tree determining ability and a sales per-sonality-is essential in selling in the electron area.

The tools we investigate, analyzed and recommended the design, testing, development and research, is concerned with industrial usage, but also the wide practical ap-proaches. Increased customer-contact on field investigations and use testing has created an interest and lessen the ability for technical sales.

In the last decade, in the Cleveland-Akron area, industry experience another wave of growth and diversify the values surrounding the service and recommendation for series. This brin-ing gave rise a market awareness of series experimental activity: sales, advertising, trade journals, dealer-ships, industrial and local mills. Certain groups were required to seek equipment or tools of improved efficiency or new and advanced technology.

His education was obtained at the Cleve-city at Akron where he received a bachelors degree in Ele-ctrical Engineering in the same concentrated in the area and served three years as a field Engineer officer.

He are confident that this application of Sales-ry, great laboratory, testing and investment experience, will equip him for the sales field. Without solicitation we will be happy to furnish details of this early con-ground or arrange a personal interview at our choice. Yours.

Sincerely,

Black and Decker

John D. Hess

AN EXAMPLE OF AN EMPLOYMENT AGENCY LETTER OF CONTACT WITH POTENTIAL JOB APPLICANTS

BLANK and COMPANY
2000 West Main
Cleveland, Ohio

Personal experience has proved to me that the man with advanced ability has ever found it difficult to negotiate for his personal services because of the ideals of business ethics. BLANK and COMPANY have a complete confidential service designed to overcome these obstacles in securing advancement of position.

This service is of particular value to individuals who are considering making a change without jeopardizing their present position; to those who wish to explore possibilities in other fields or elsewhere in their own field; or to those actively seeking positions.

A man of special ability cannot actively seek a position without detracting from his personal standing. An employer, likewise, cannot invite the candidacy of a man without affecting the stability of his organization. However, through BLANK and COMPANY, a confidential medium may be established and potential employers can be located. Since each case accepted by us is individualized, we create opportunities without destroying business ethics.

We invite your inquiries and correspondence or will be glad to arrange an appointment to discuss the matter in greater detail. Telephone appointments may be made by calling Melrose 1234.

Sincerely,

BLANK AND COMPANY

John D. Rowe

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